

EXHIBIT 2486

to the Declaration of
Lisa J. Cisneros in Support of
Plaintiffs' Opposition Briefs

REDACTED VERSION

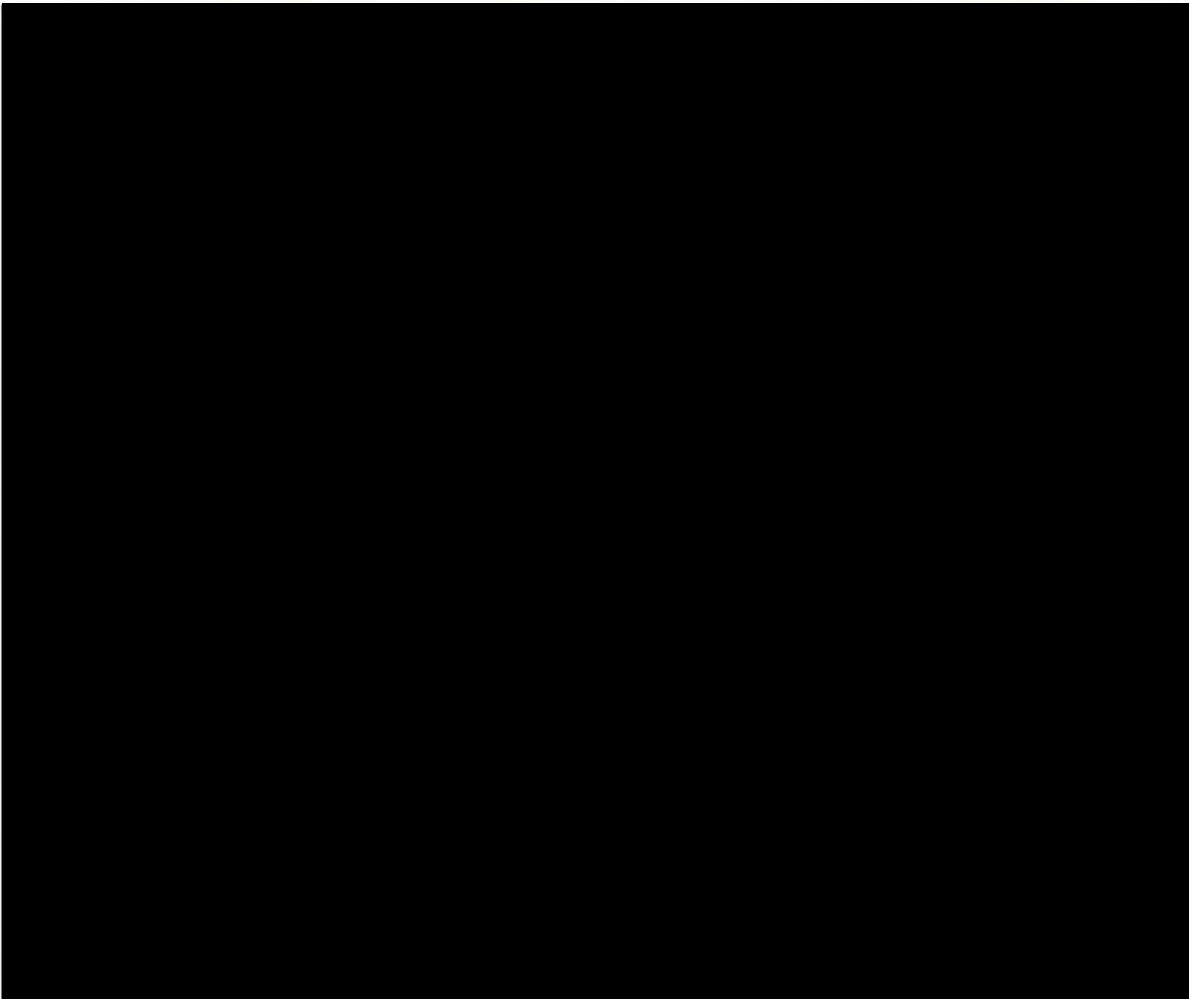
Part 2 of 3

Core Component: Impact on Company Position to Market




© 2008 Adobe Systems Incorporated. All Rights Reserved.

21




Core Component: Salary Focal Tool



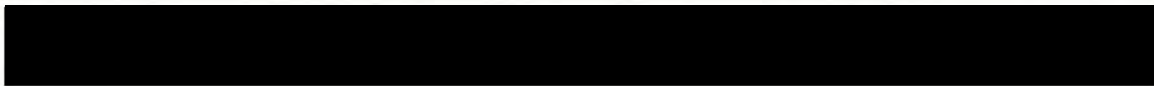
- Refer to the Adobe Presenter available on the Managers' Focal web site for help installing and using the tool

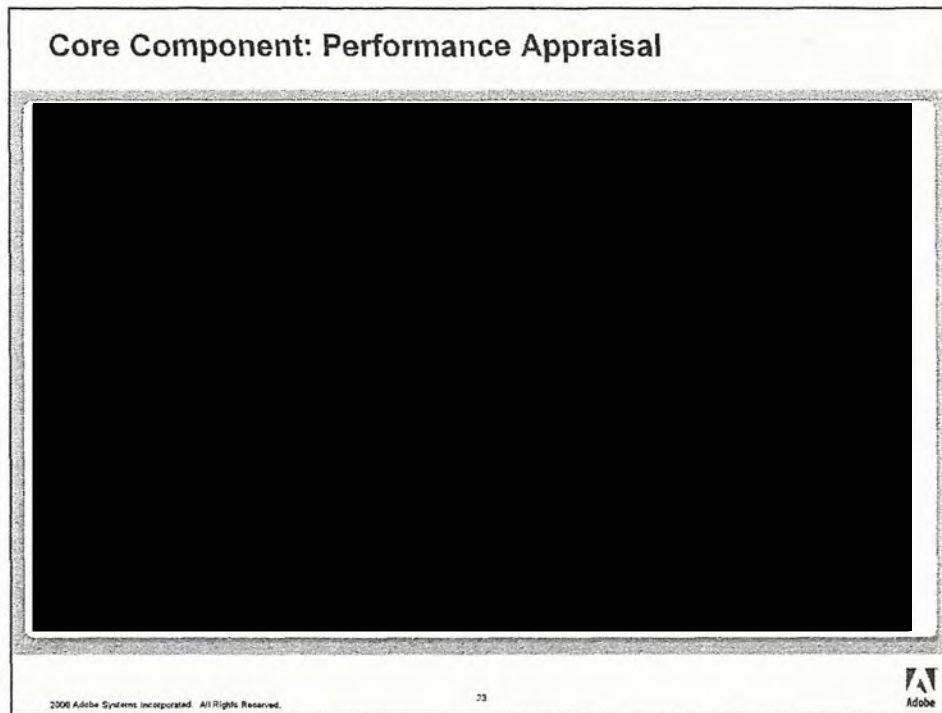
© 2009 Adobe Systems Incorporated. All Rights Reserved.

22




- Refer to the *Salary Focal Tool and Reports* document on the Manager's Focal website.



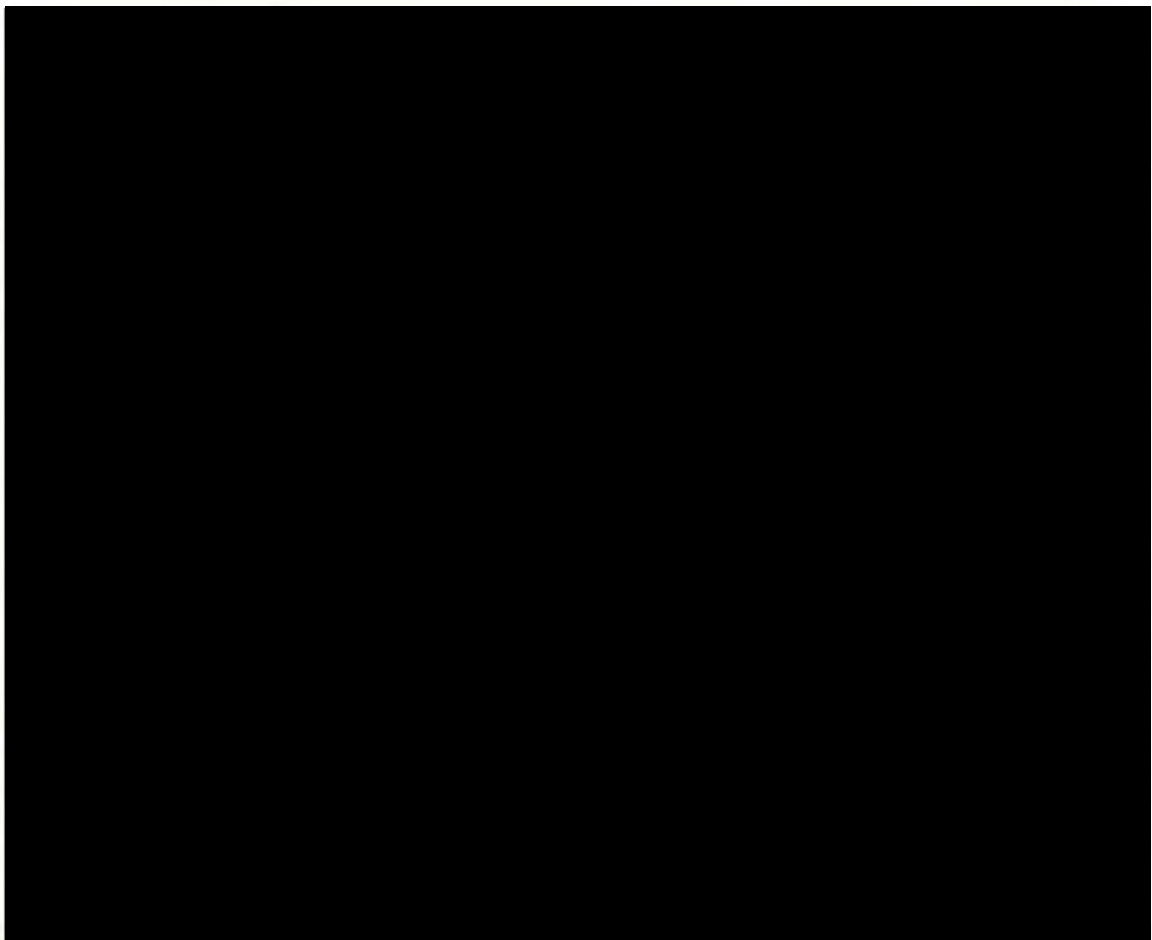



2486.67

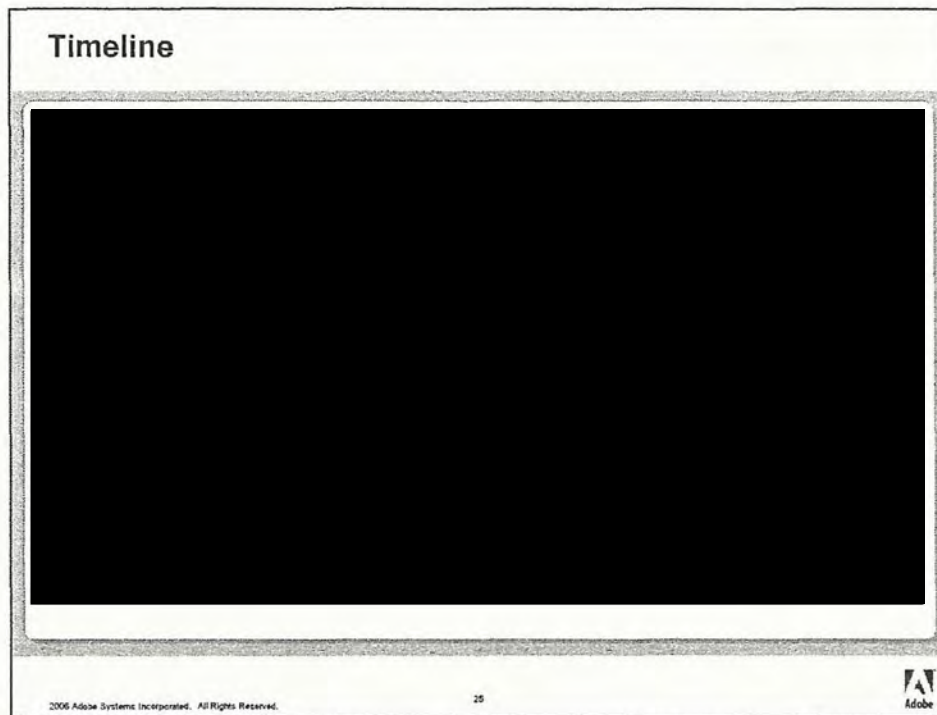
Core Component: Performance & Salary Discussion



2006 Adobe Systems Incorporated. All Rights Reserved. 24



24 8/6/08



- Managers can start writing reviews now using the Performance Appraisal Worksheet (non-routable) available on the Manager's Focal website, and then copy/paste into the routable form, which will be available on 12/4.


2186.69

Resources

- 2007 Managers' Performance Focal web site
 - Access from Inside Adobe
 - Adobe PDF of Managers' reference documents
 - Links to forms
 - Link to online Enrollment System to enroll in a 1:1 Coaching session
 - Posted email communications to managers and employees
- Managing at Adobe Website
- Communications
 - Email reminders for key action items
- If you have questions about...
 - An employee issue, contact your Human Resources Manager
 - The Focal timeline, process, or tools, contact the HRIC at x6-HELP (4357), option 5

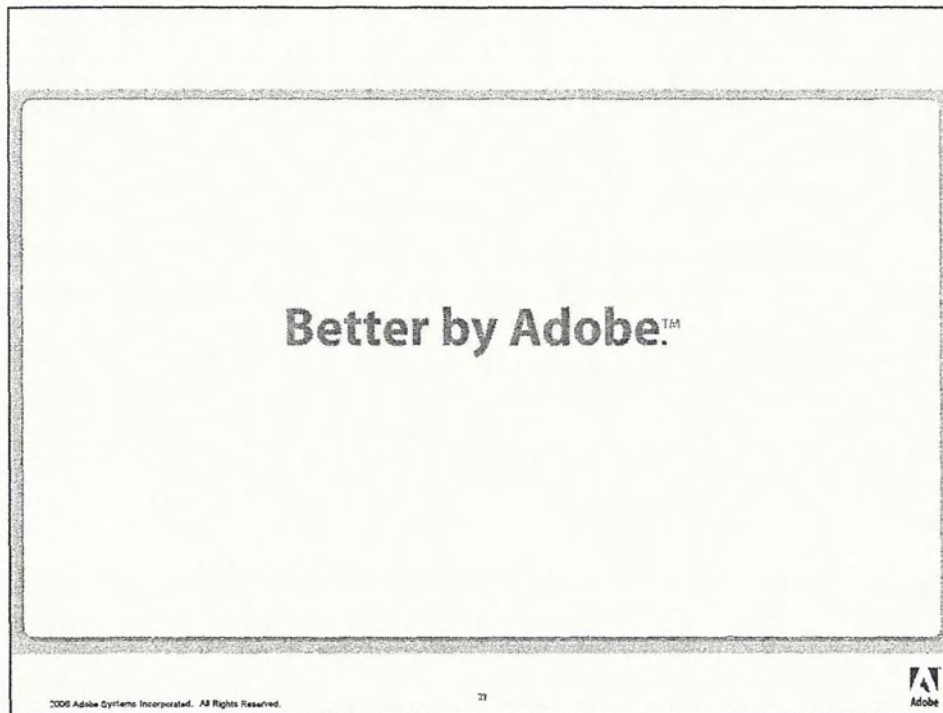
© 2006 Adobe Systems Incorporated. All Rights Reserved.

26



- You can find your HRM on the Org Chart on Inside Adobe.
- Coaching sessions will be offered in Jan.
- Even though the HRIC is mainly for North America employees, for Focal timeline, process or tools questions, all employees can contact the HRIC.

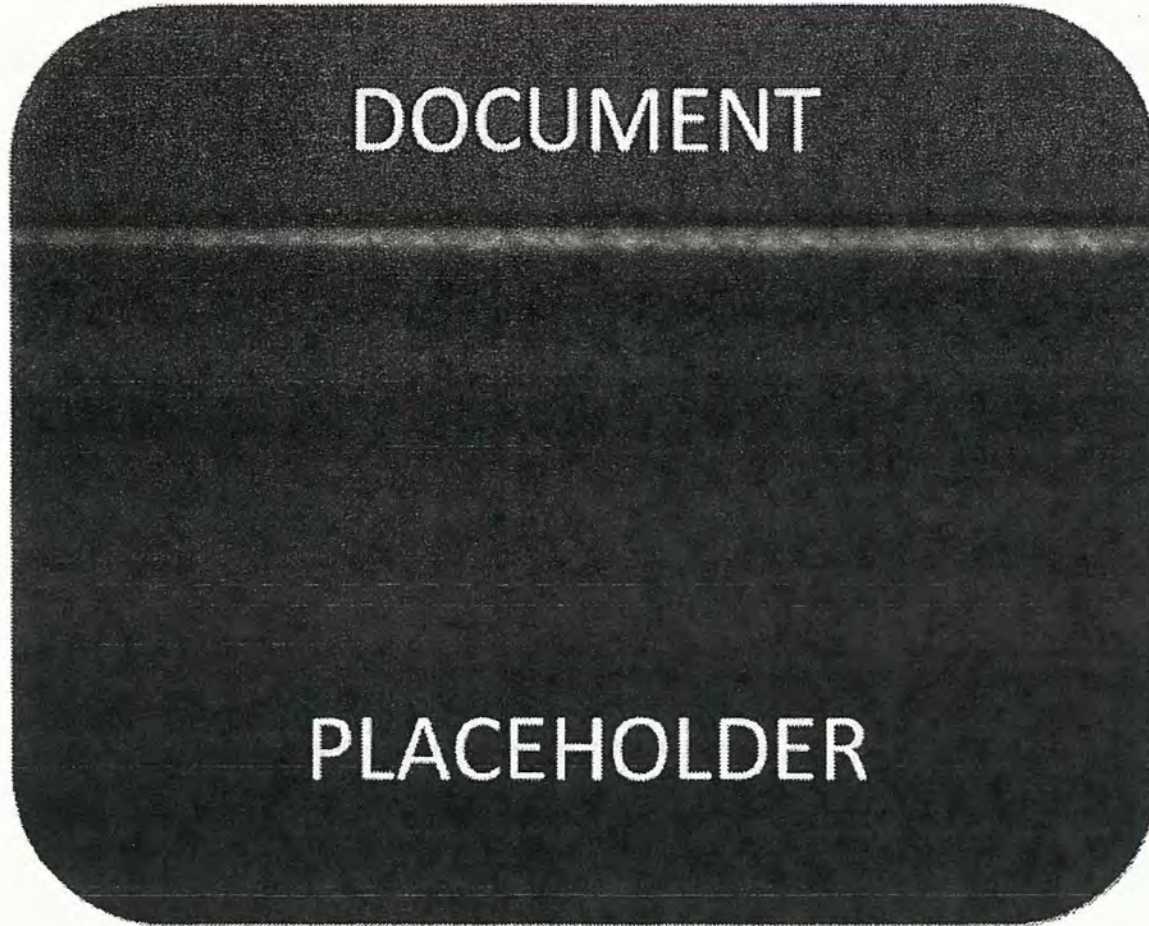
24 Nov. 70



24 86.71

EXHIBIT 3

2486.72

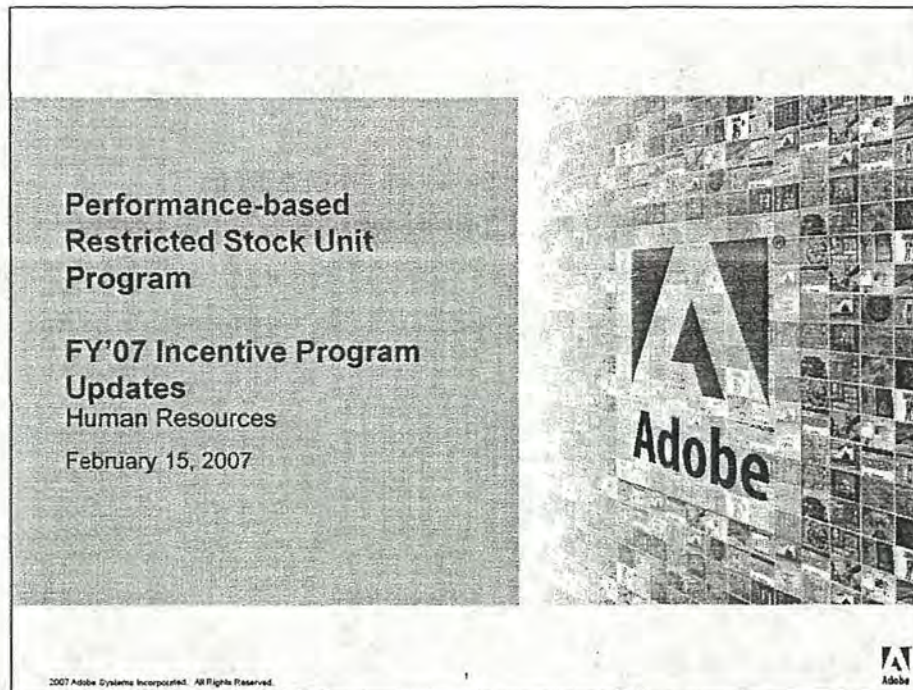


This Document was Produced in Native Format

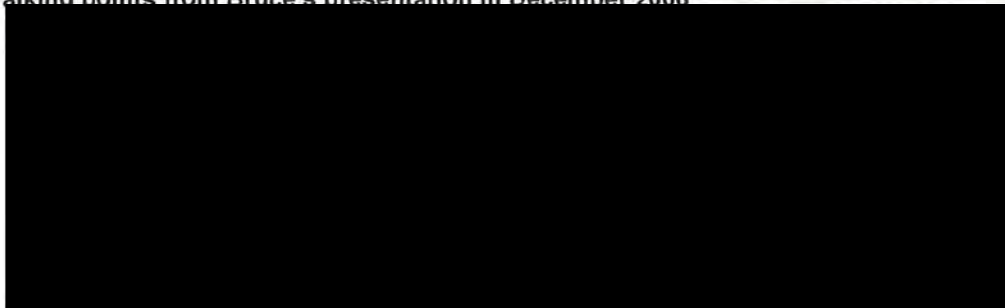
ADOBE_015059
Confidential - Attorneys' Eyes Only

24 86.73

ADOBE_015059-1



- Introduce Performance based Restricted Unit Program once and reference as PSU through out the rest of presentation
- Talking points from Bruce's presentation in December 2006



Agenda

- Total Compensation
- Performance-based Restricted Stock Unit (PSU) Program
- Annual and Quarterly Variable Cash Incentive Plans (AIP and QIP)
- Your Next Steps
- Q&A

© 2007 Adobe Systems Incorporated. All Rights Reserved.

2

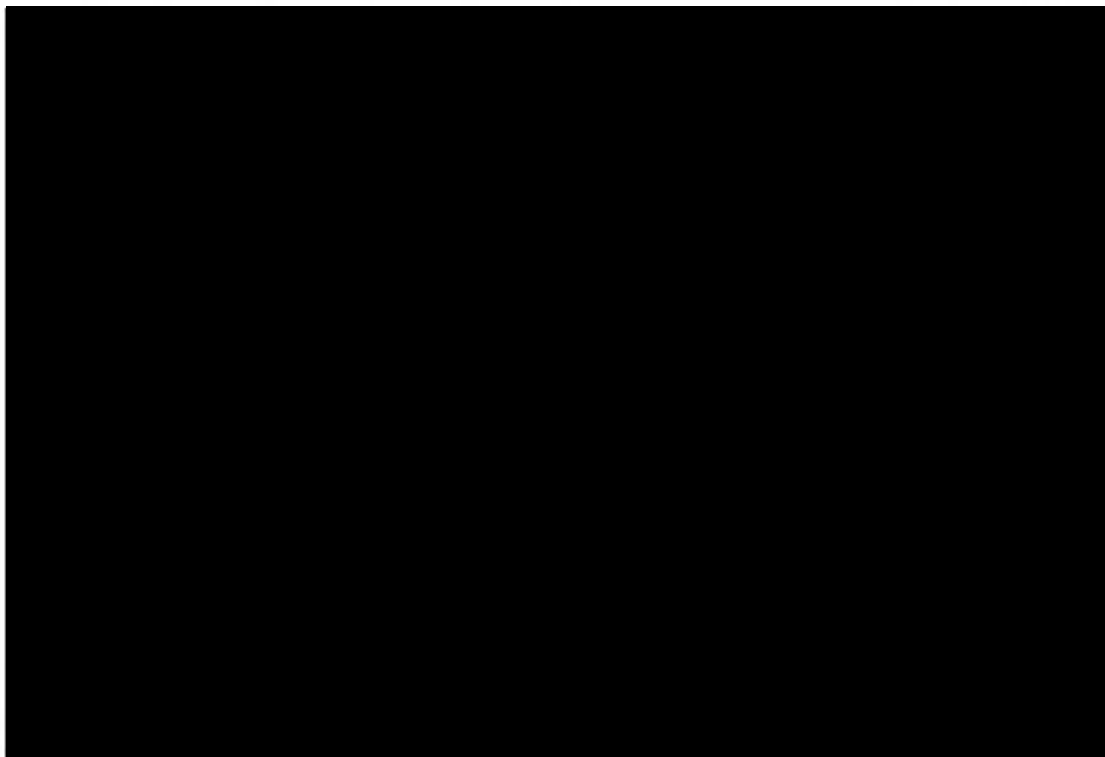
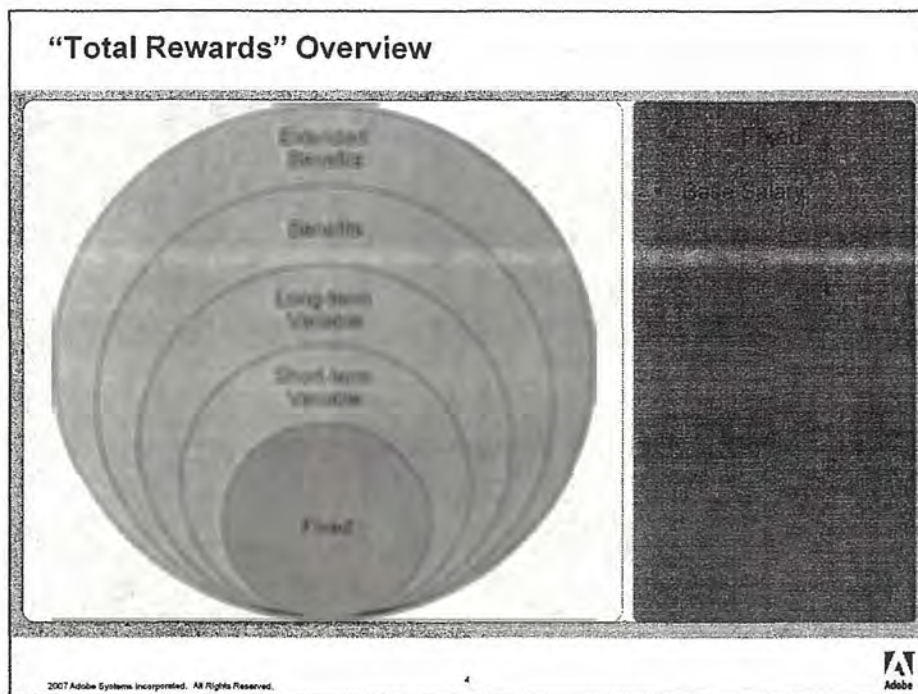


- What we're going to cover today....remind them that this is a follow-on from the Dec. 20 Sr. Leader meeting and that this meeting is also being recorded for playback
- Housekeeping...how to ask questions via chat/telephone, etc.

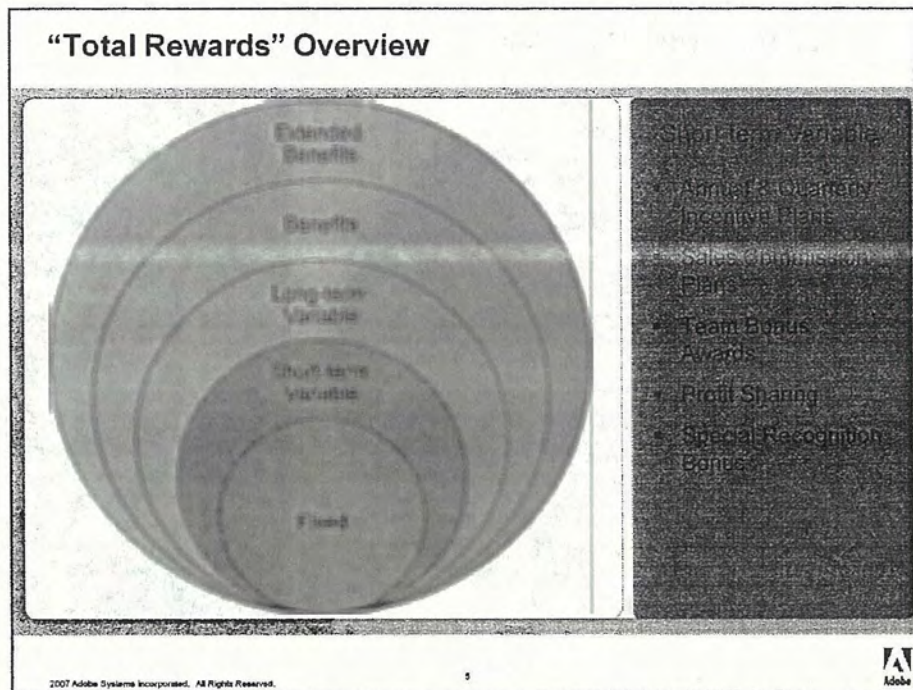
2182.75



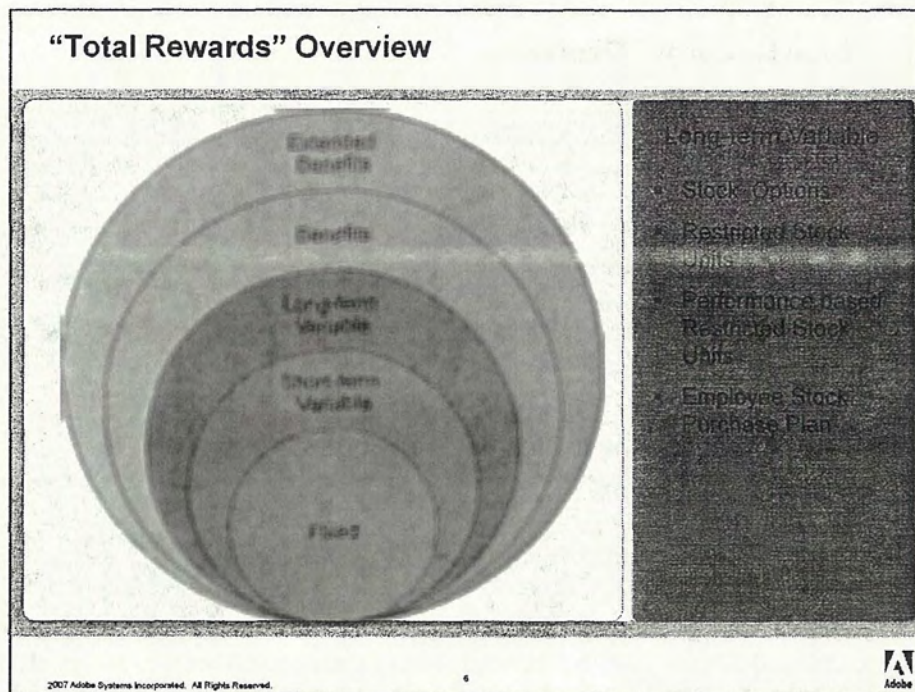
- **Introduction:** With the importance of compensation and building a performance based culture, there needs to be alignment of goals that drive behaviors which lead to customer satisfaction, which then results in revenue/profit to the company, which then translates to shareholder appreciation and back to business performance
- ***We are committed to the following principles:***
 - We share our success with our employees.
 - We provide a work environment including the tools, training and relevant information that supports a high level of personal and organizational productivity.
 - We work together as individuals, managers and teams to define goals, and hold ourselves accountable for objectives we set.
 - We recognize and reward results and contributions tied to the success of the company and in support of company values.
 - We offer competitive benefits geared toward individual needs, flexibility, competitive environment, and cost effectiveness.
 - We offer or participate in programs, which allow employees to effectively plan for and manage their financial futures.
 - We communicate the goals, features and value of our programs.



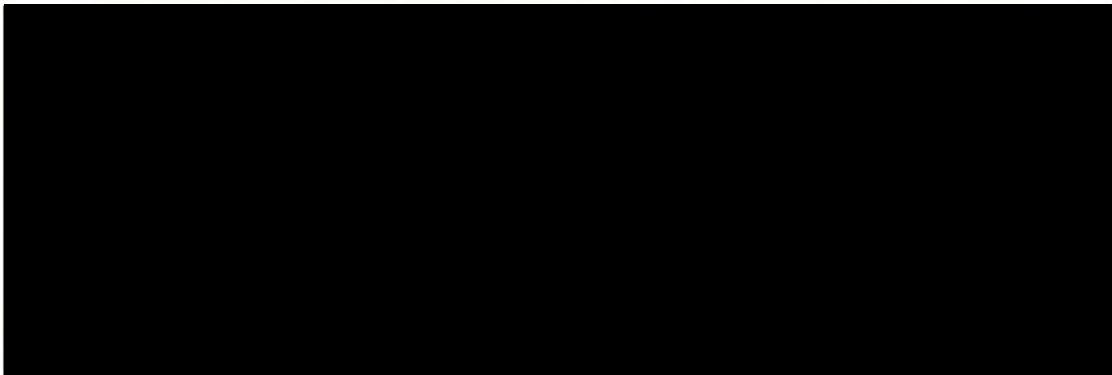
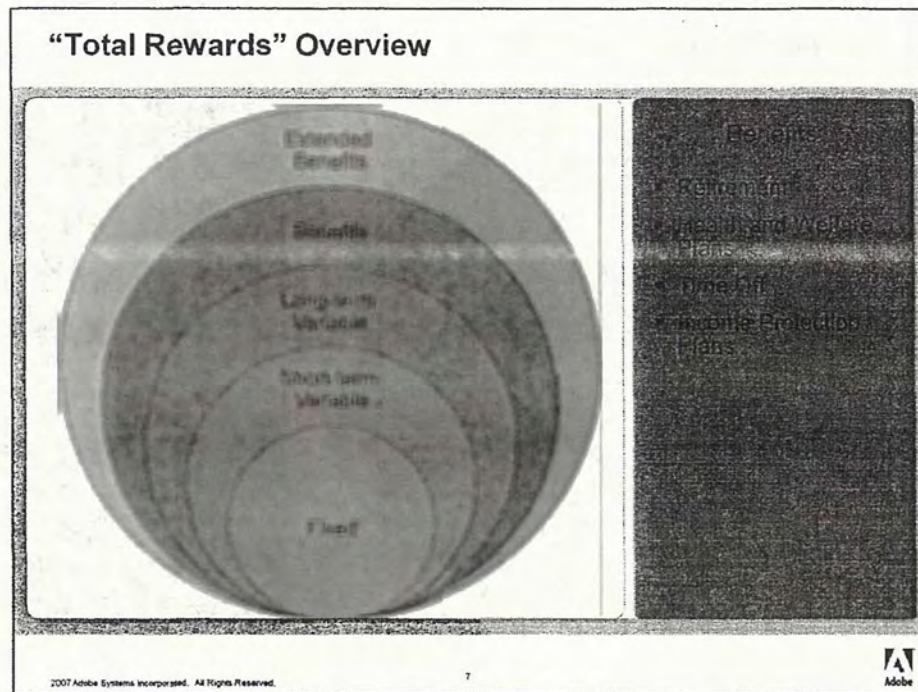
2486.77



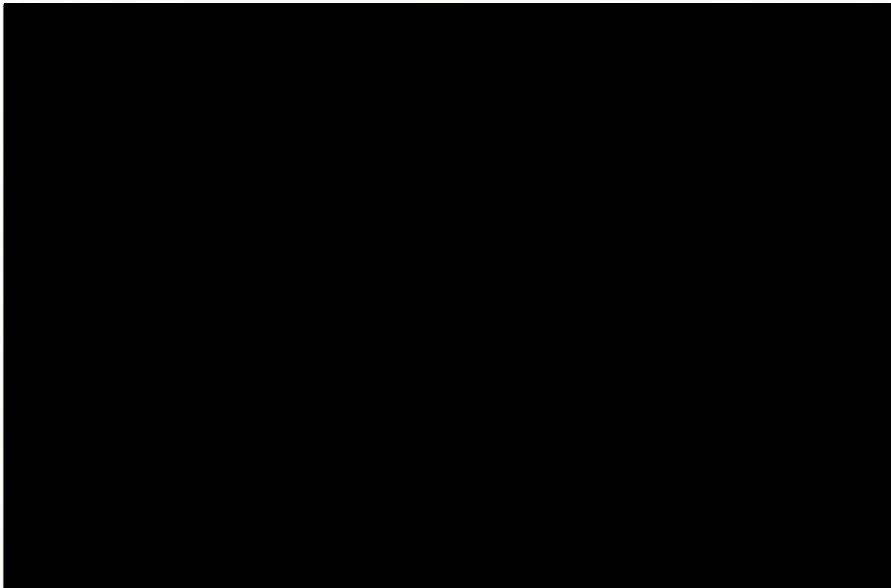
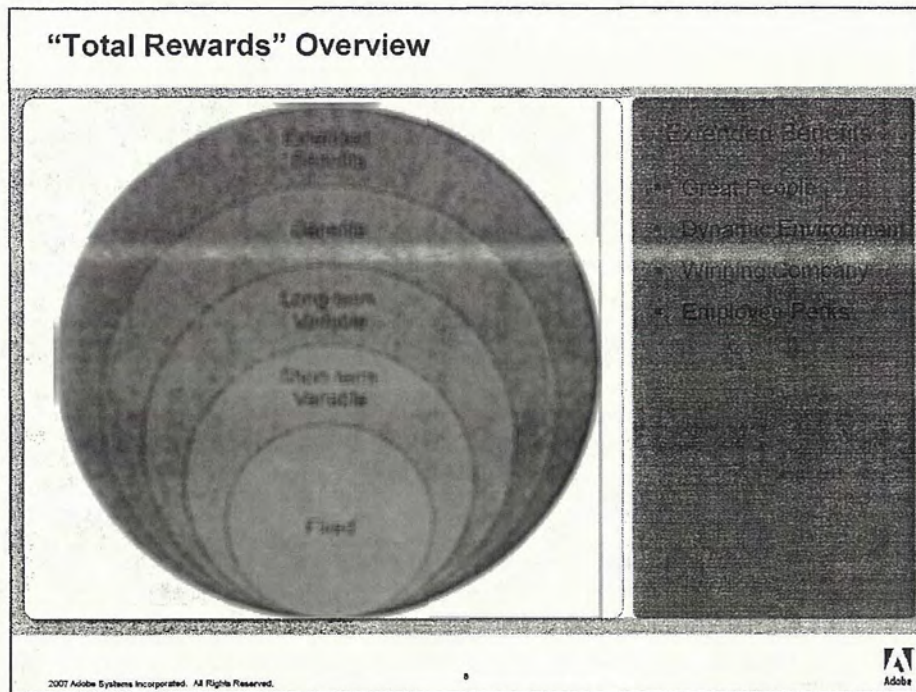
24 Nov 18



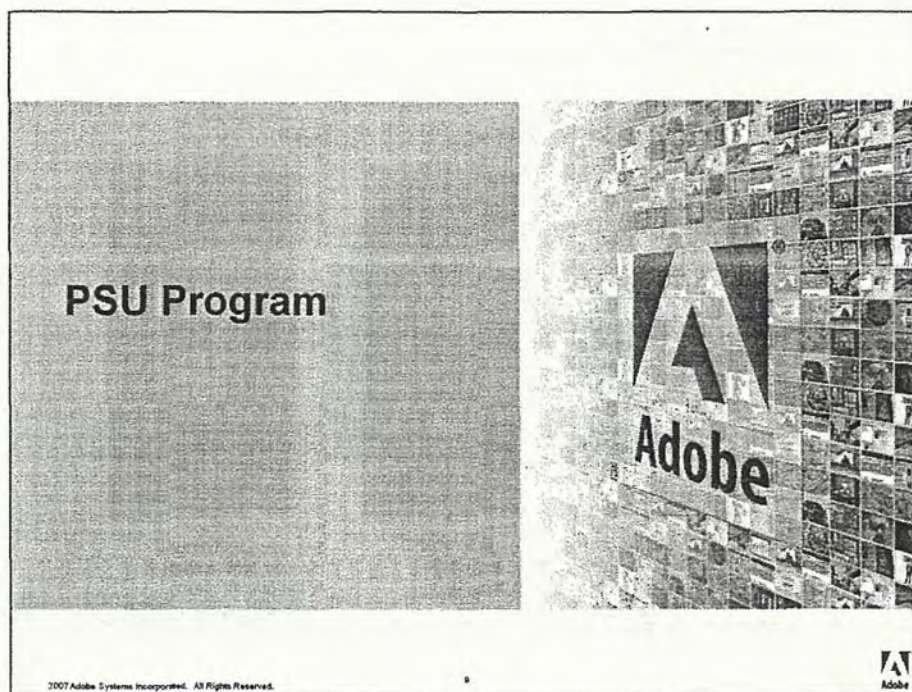
2486.79



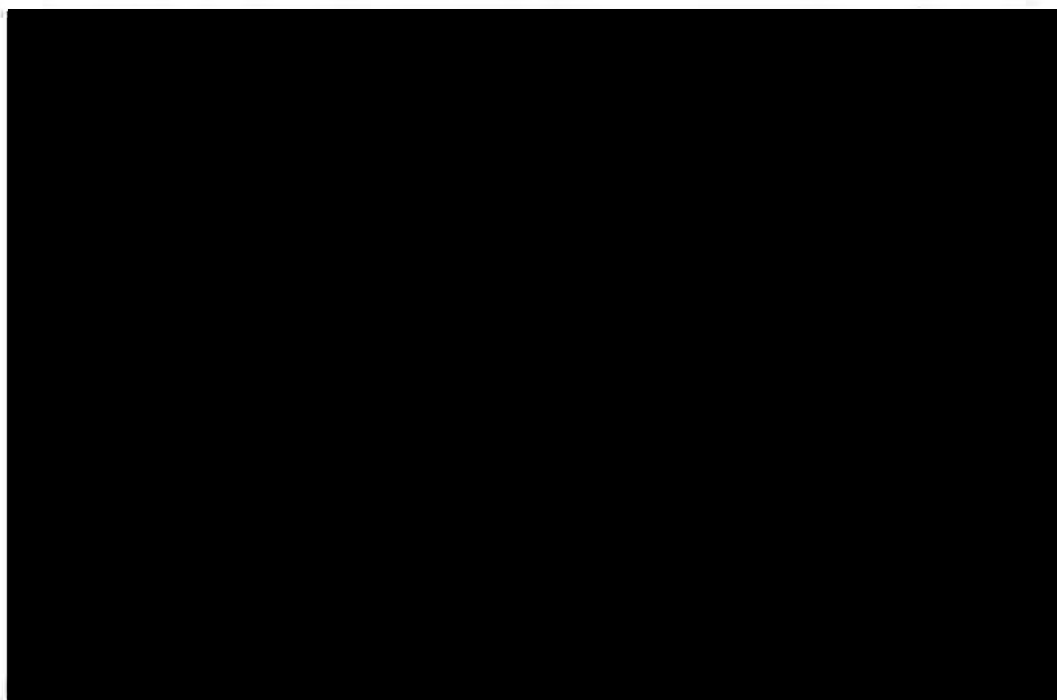
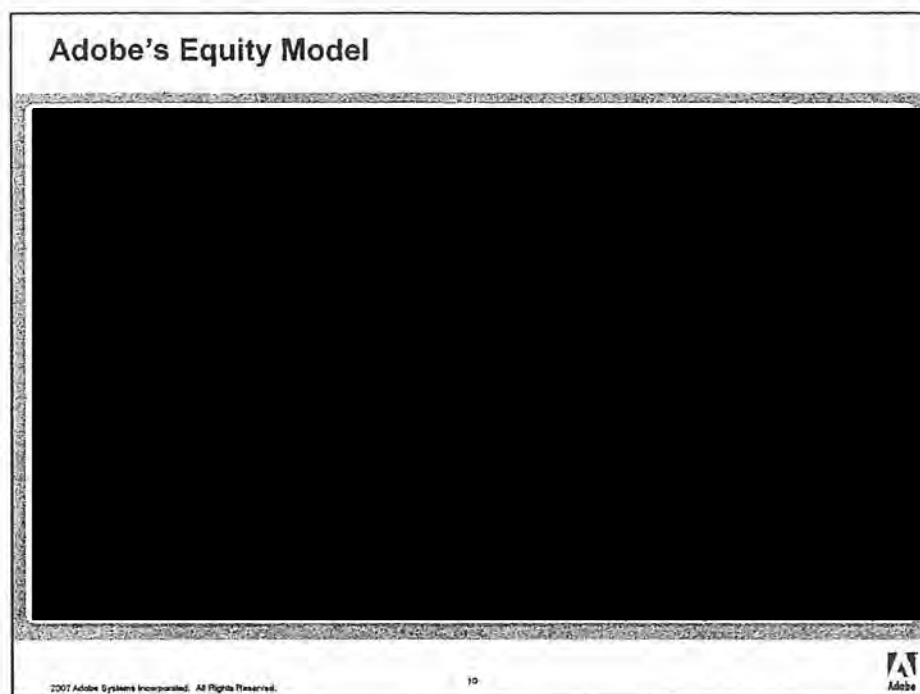
2482.80



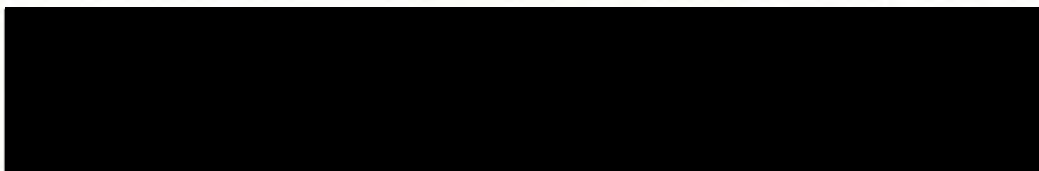
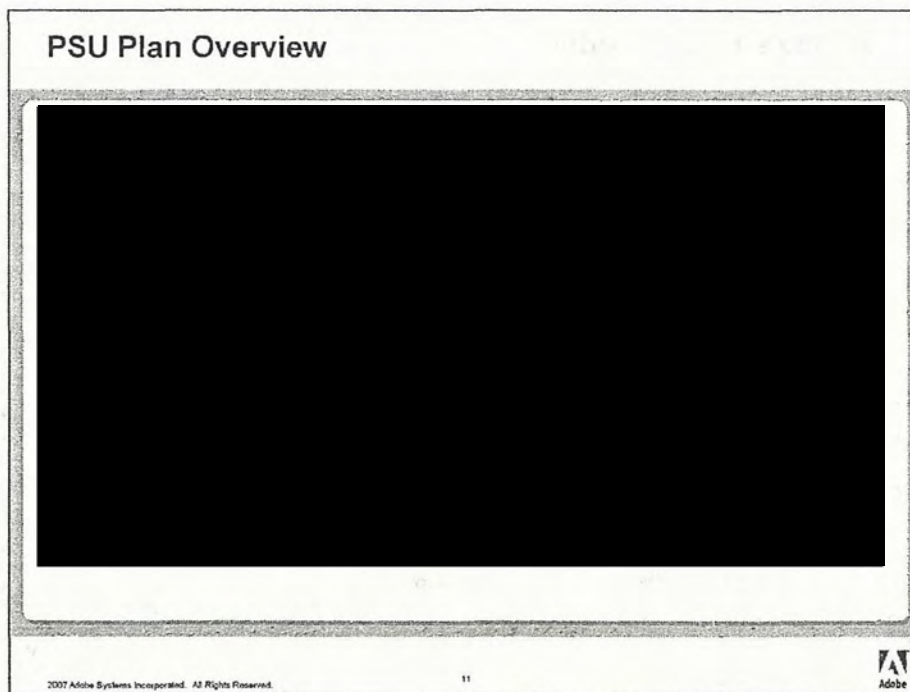
2482.81

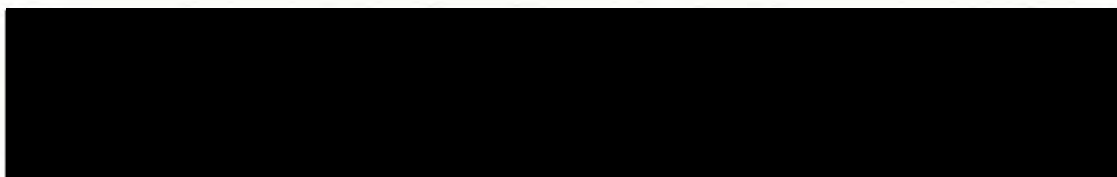
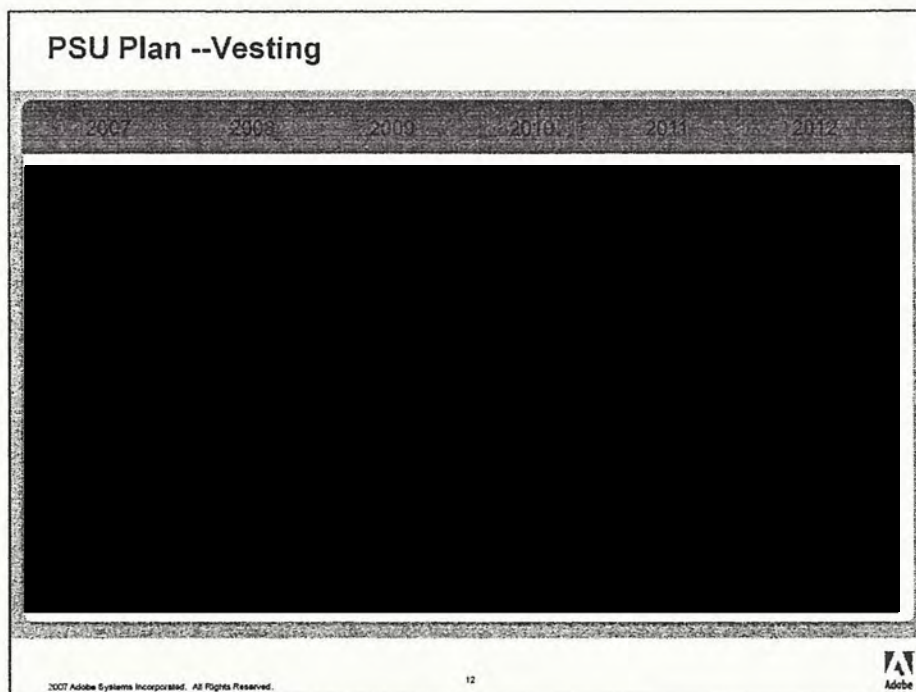


24 Nov. 82

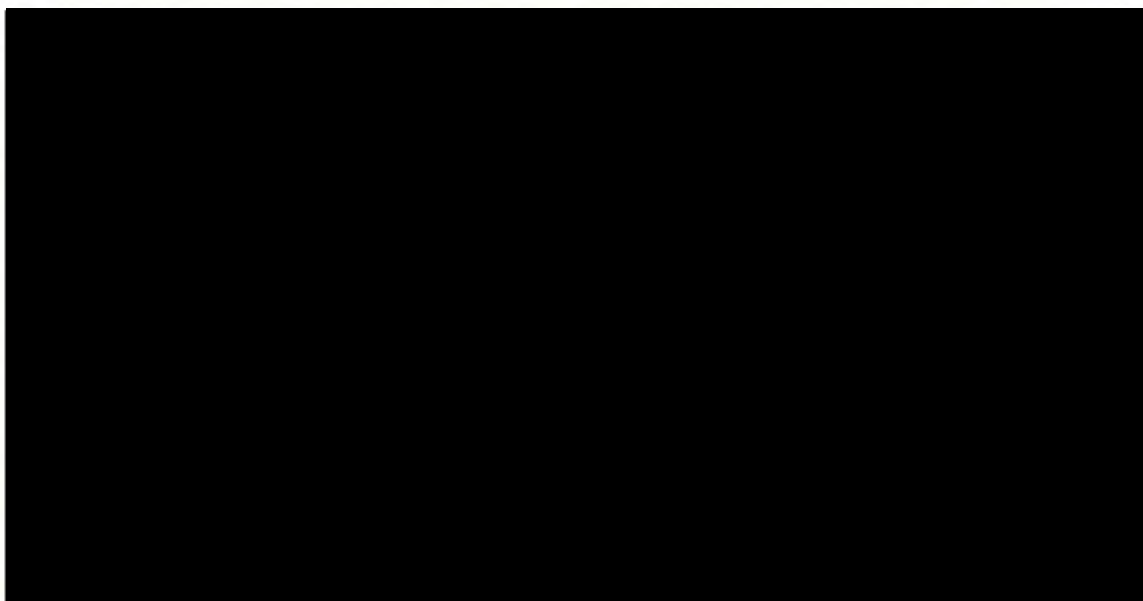
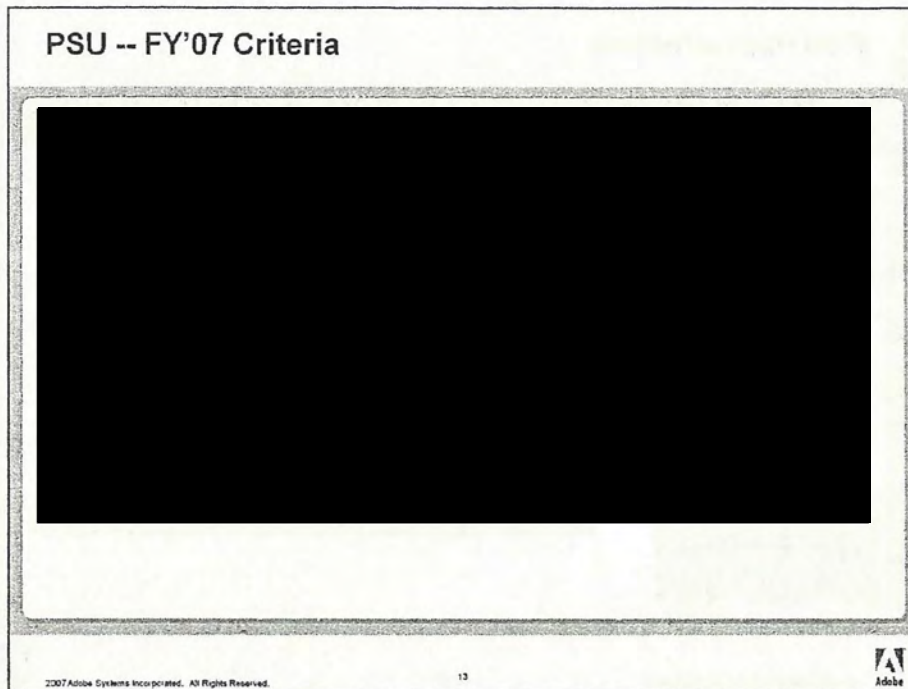


218.83

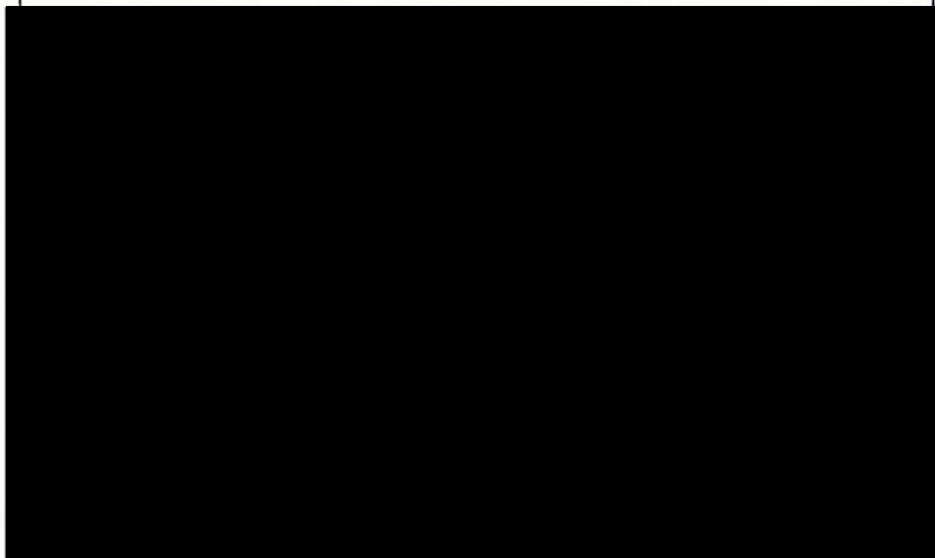




218.45



FY'07 PSU Plan Matrix



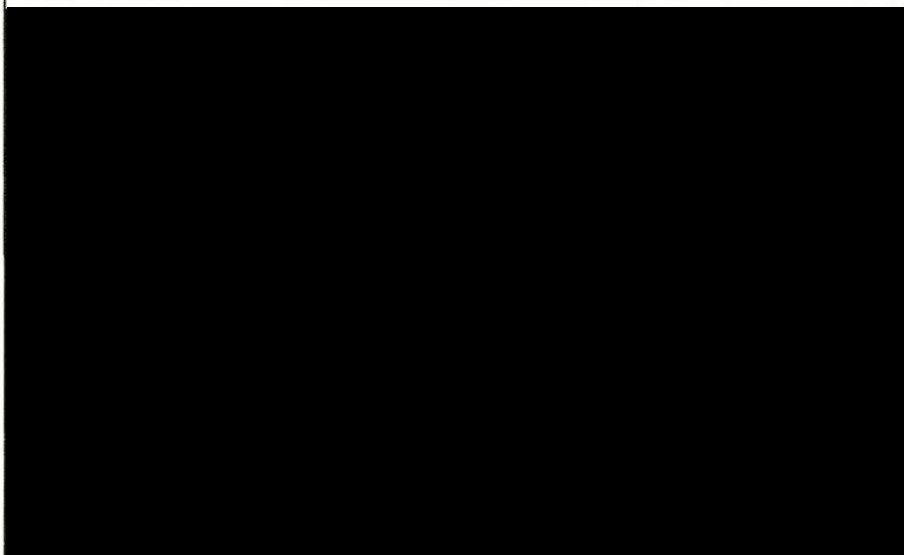
2007 Adobe Systems Incorporated. All Rights Reserved.

14



2182.87

FY'07 PSU Plan Matrix – Overachieve AOP Scenario



2007 Adobe Systems Incorporated. All Rights Reserved.

15



Page

2186.88

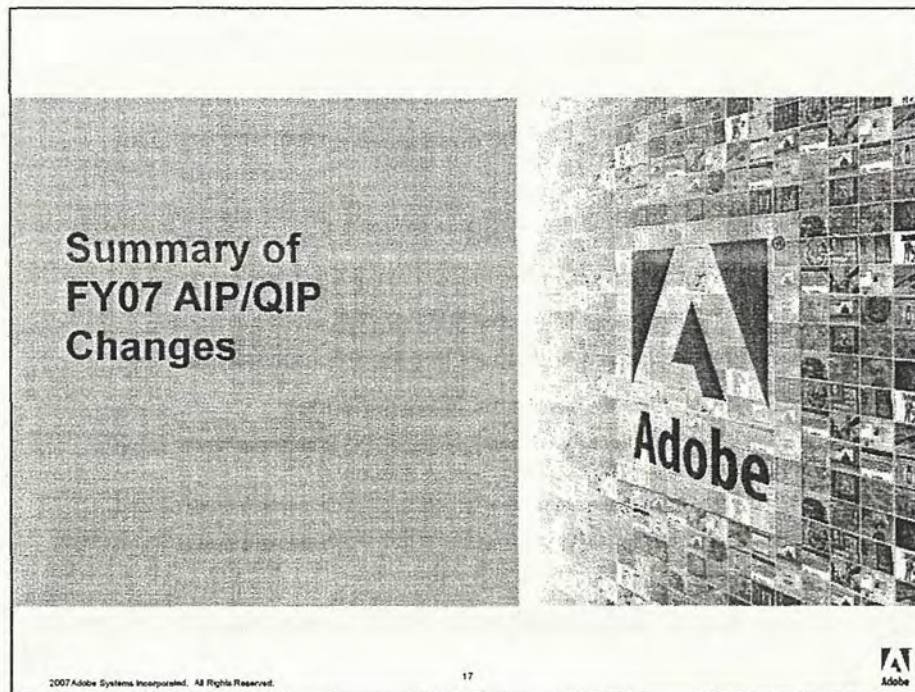
FY'07 PSU Plan Matrix – Underachieve AOP Scenario

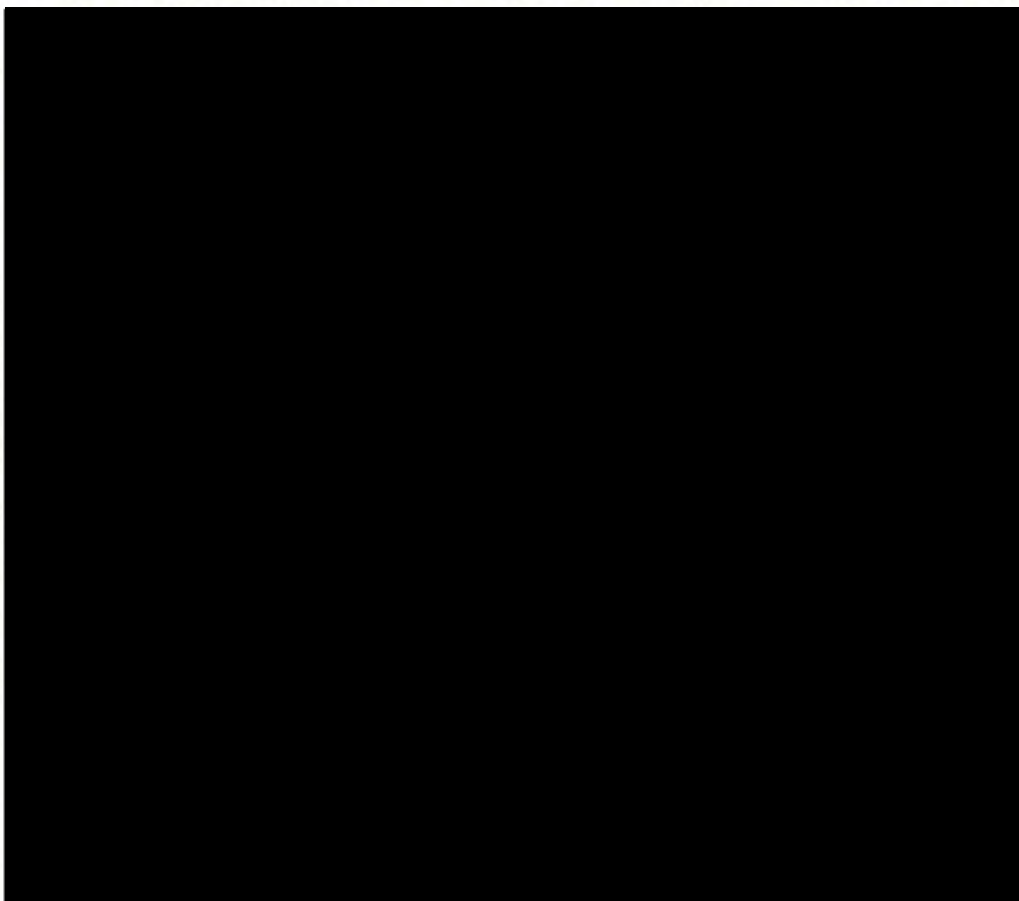
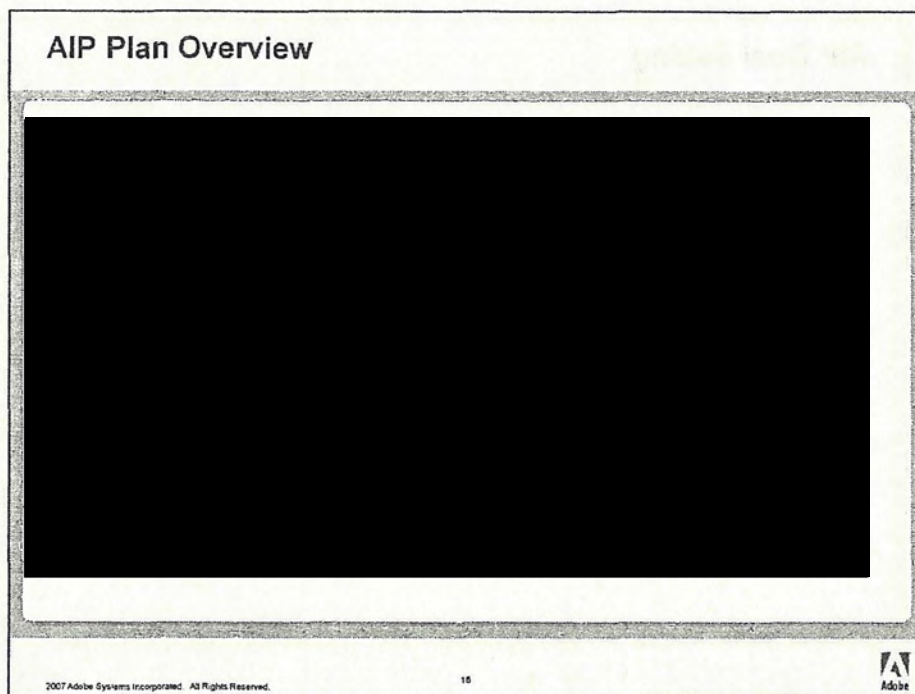
2007 Adobe Systems Incorporated. All Rights Reserved.

18

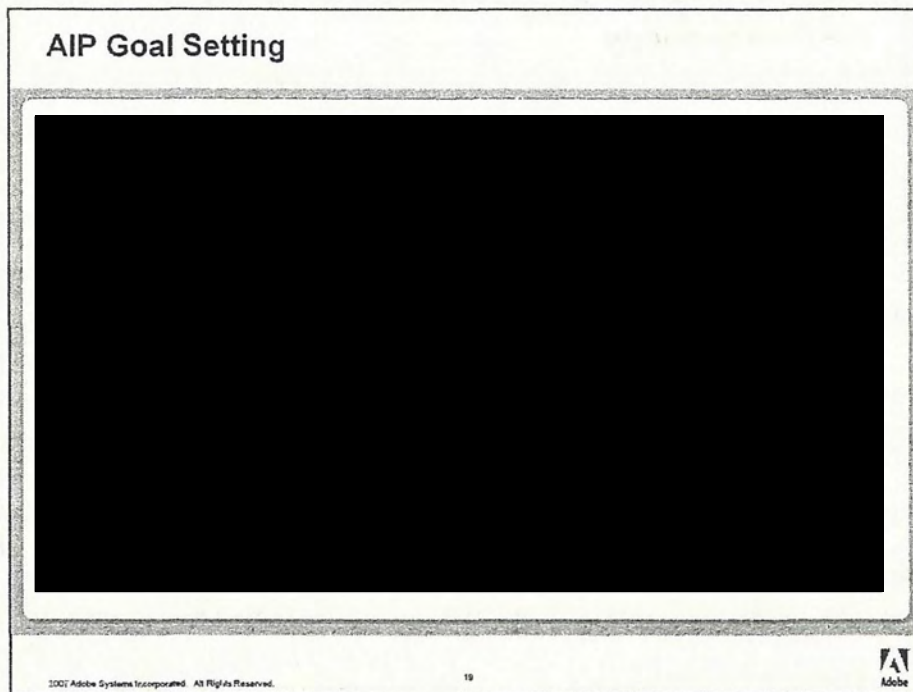


2186.89





2486.91



11-11-14

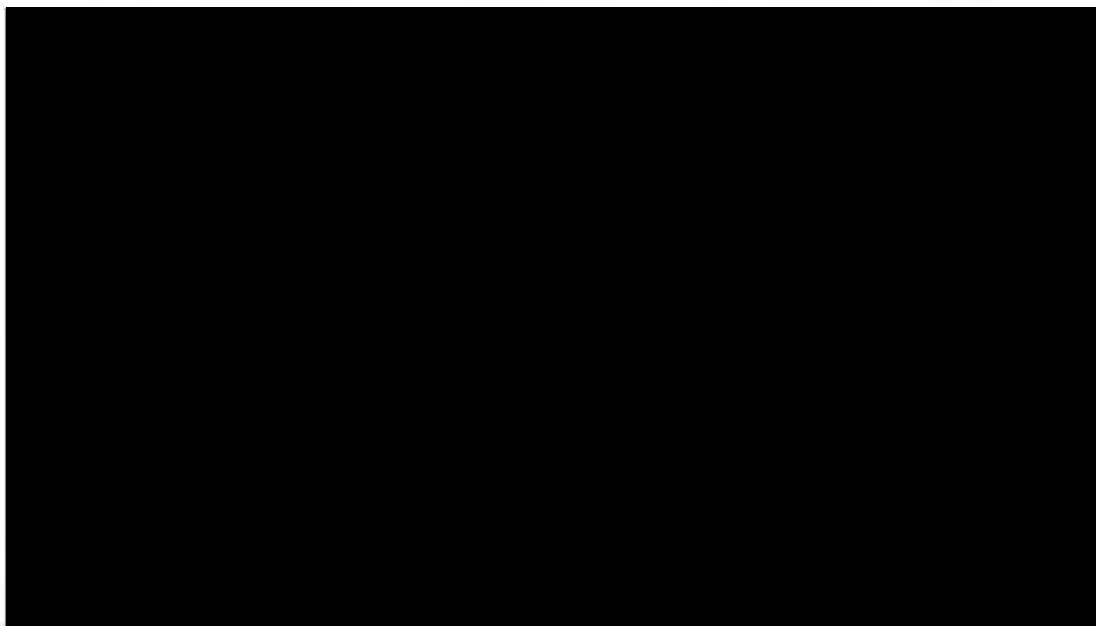
2486.92

FY'07 AIP/QIP Payout Matrix

A large black rectangular box redacting the content of the table.

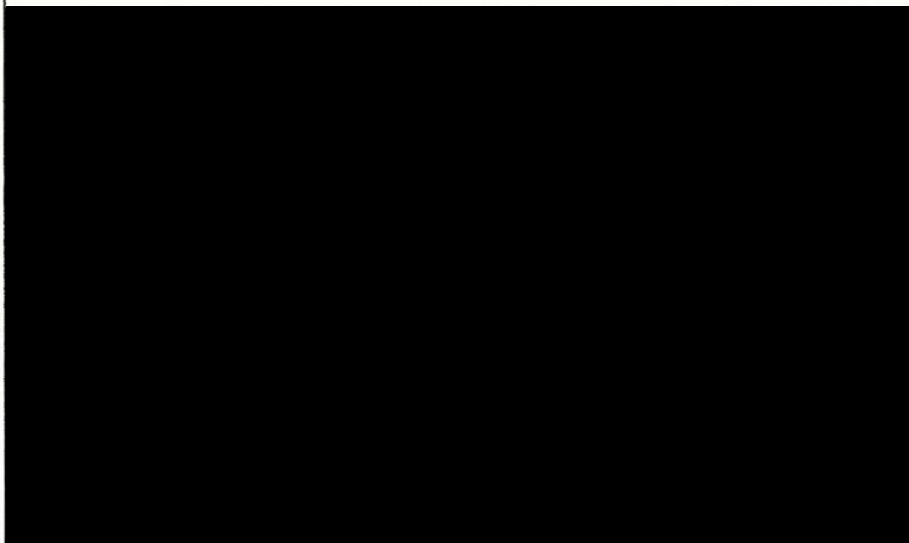
© 2007 Adobe Systems Incorporated. All Rights Reserved.

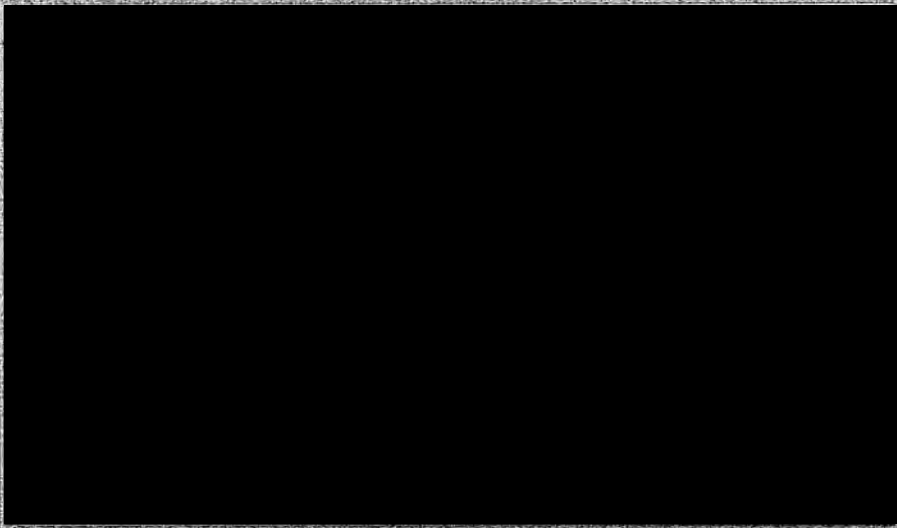
20



2486.93

FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve

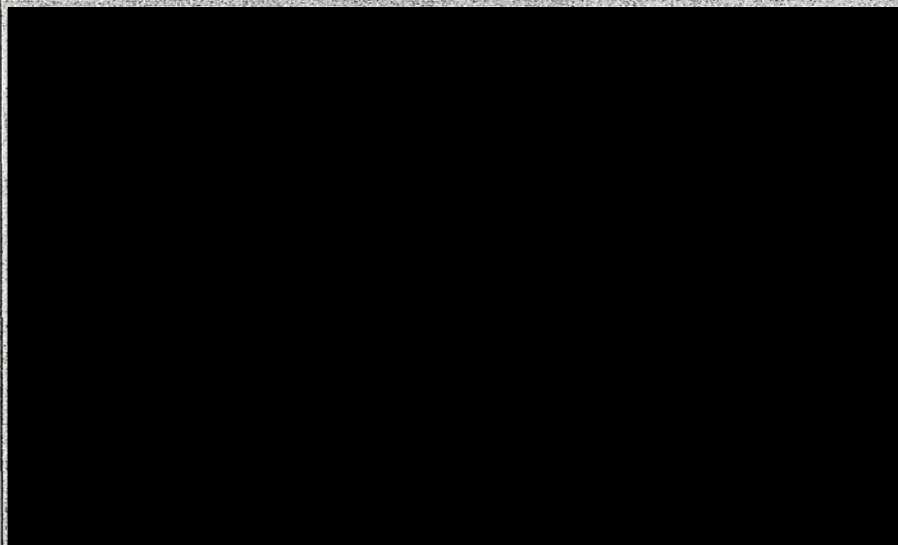


FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve	
	
2007 Adobe Systems Incorporated. All Rights Reserved.	22



2486.95

**FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve**



©2007 Adobe Systems Incorporated. All Rights Reserved.

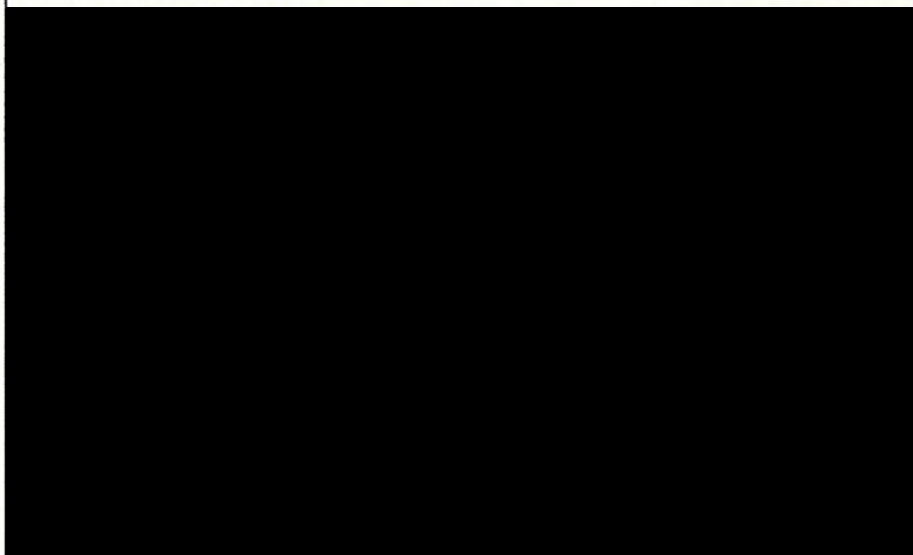
23



4-0716

2484.96

**FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve**



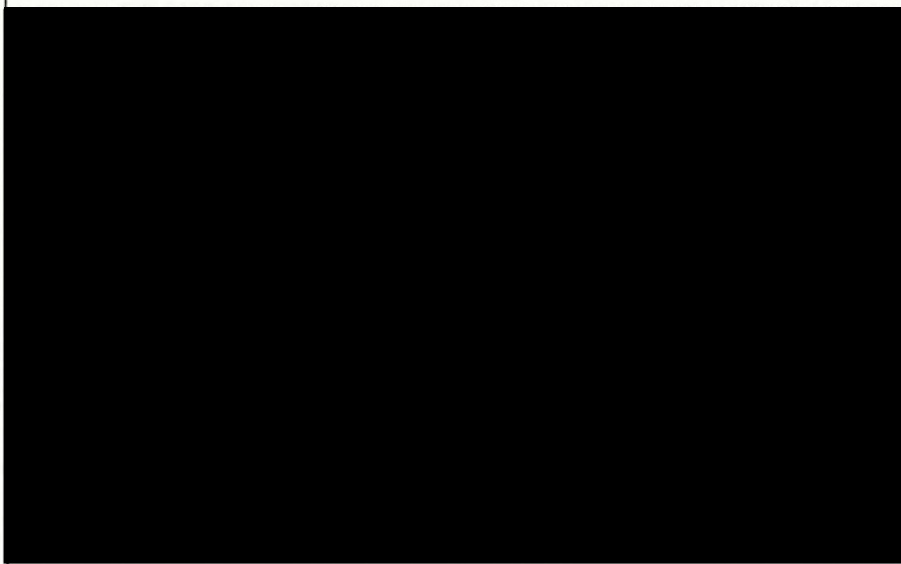
2007 Adobe Systems Incorporated. All Rights Reserved.

24



248.97

AIP --Summary Changes

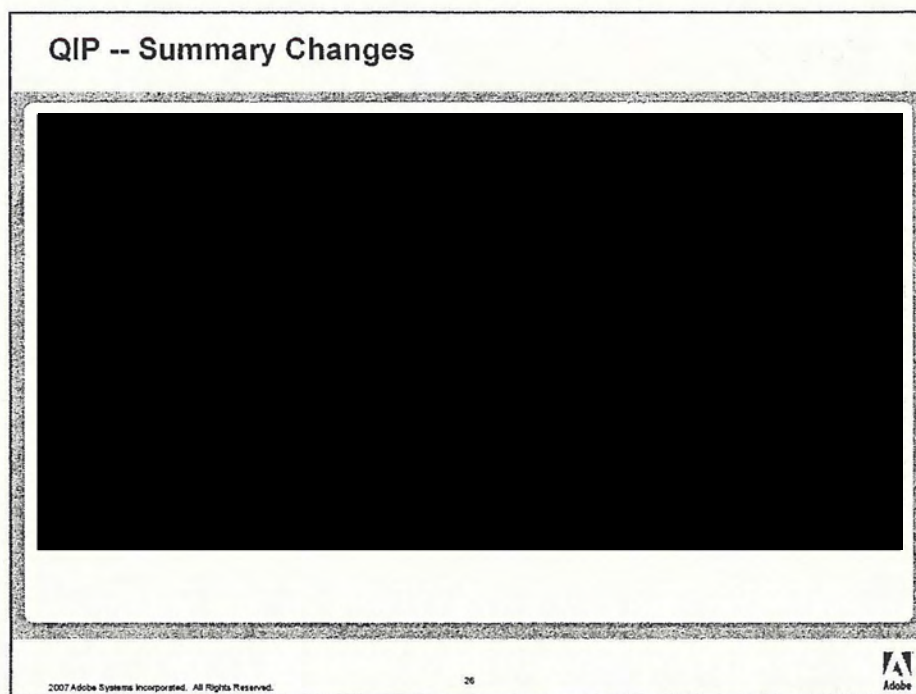


©2007 Adobe Systems Incorporated. All Rights Reserved.

25



2486.98




24 82.99

Next Steps

- Communicate to eligible members of your teams
- Reference tools provided
 - Plan documents
 - FAQs
 - PDF of presentation
 - Adobe Connect recording of materials
- Work with your HR Business Partner
 - They will bring in additional HR support as needed

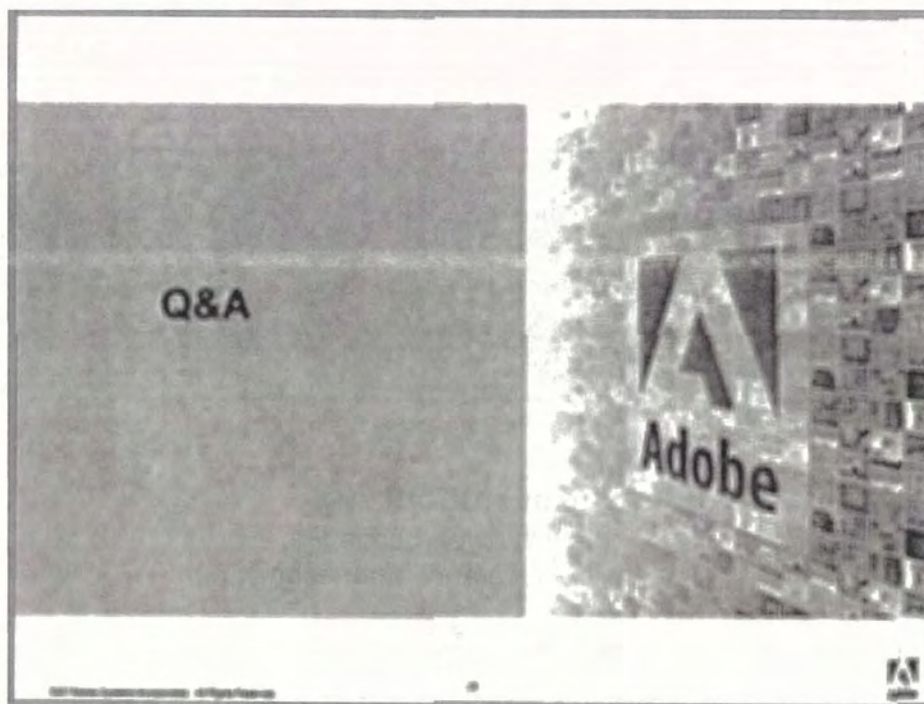
2007 Adobe Systems Incorporated. All Rights Reserved.

27

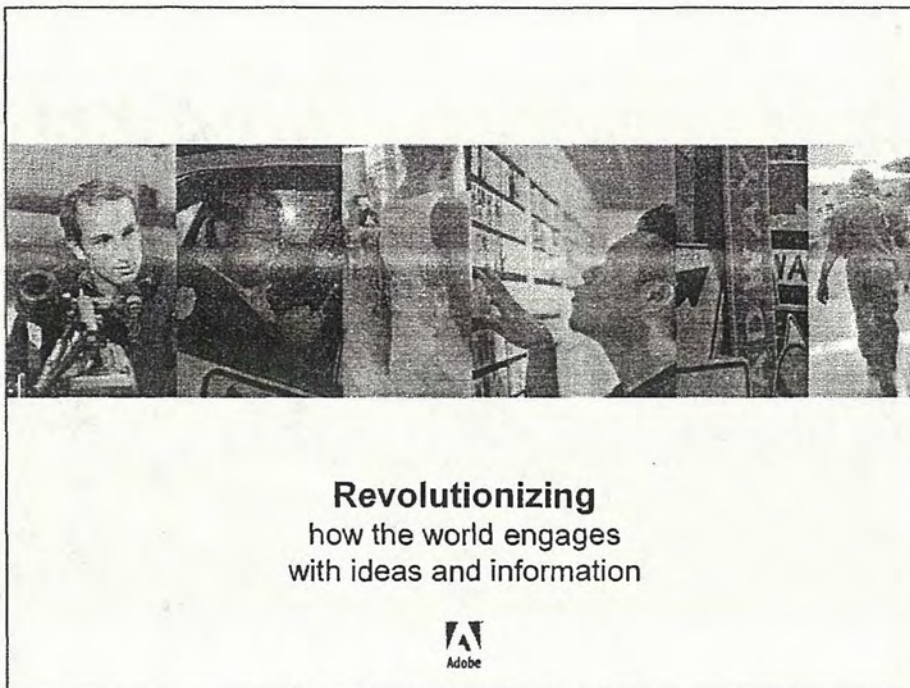


- Follow up email with links to documents and additional resources will be sent this afternoon

2486.160



2486.101





THE UNIVERSITY OF CHICAGO LIBRARY

EXHIBIT 4

8336 18702
THE UNIVERSITY OF CHICAGO LIBRARY

8336 18702

2182.103

DOCUMENT

PLACEHOLDER

This Document was Produced in Native Format

ADOBE_009668
Confidential - Attorneys' Eyes Only

2486.104

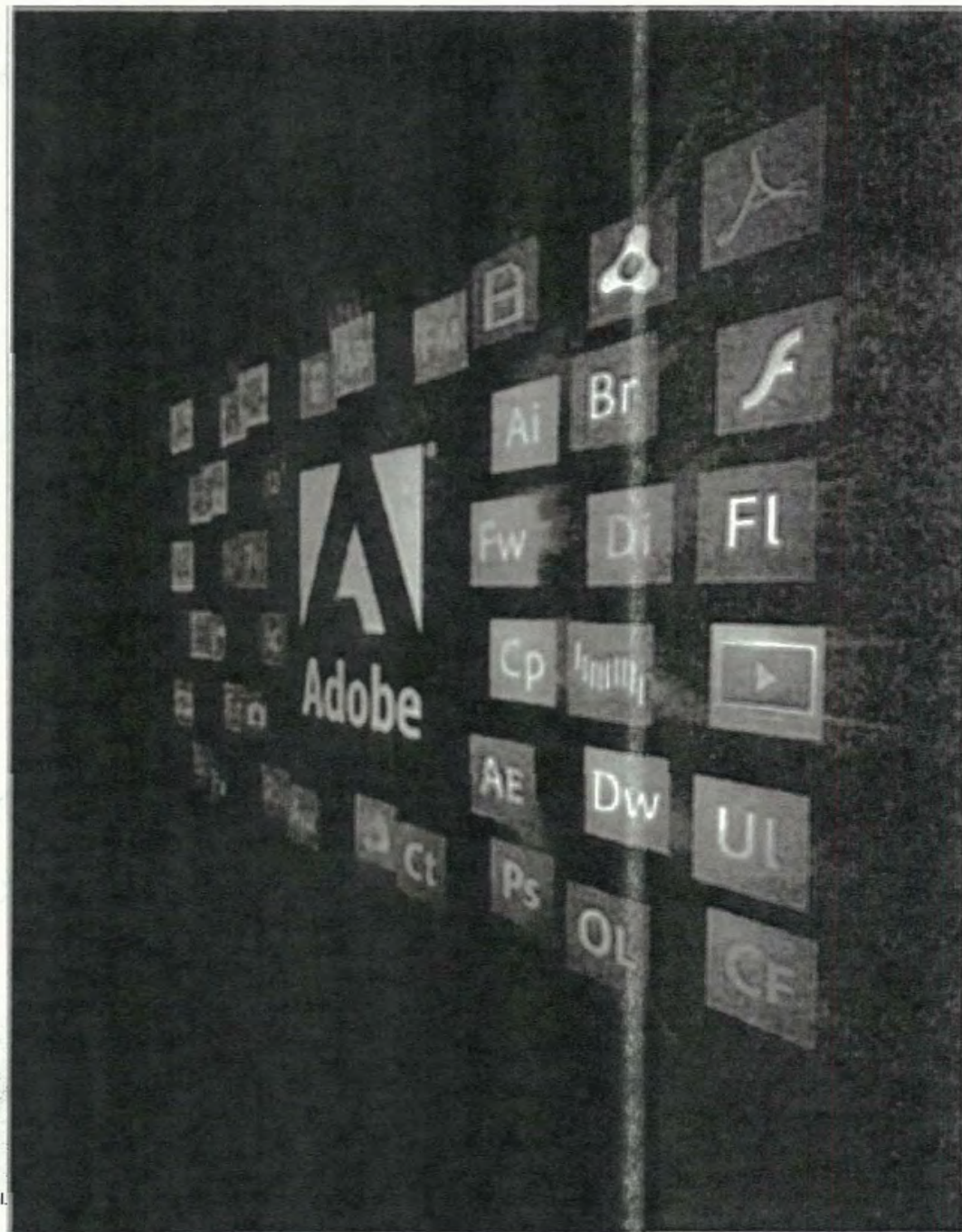
ADOBE_009668-1

HR All Hands

Donna Morris

September 11, 2008

501.284C



Agenda

- Welcome
- Human Resources Strategic Plan
- Doug Mack – Photoshop Express
- Service Awards
- HR Excellence Award
- Q&A

2/18/14

Welcome New Hires

- Aparna Malik, Talent – Noida
- Shweta Tyagi, Talent Dev. – Noida
- Paul Larsen, HR Consulting– San Jose
- Diana-Emanuela Sandra, Talent – Bucharest
- Zoe Spicer, HR Consulting – London



218.107

Overview

- HR Vision 2011
 - Strategic Areas of Focus
 - Success Measures
 - HR Capabilities – Developing for the Future
 - Global HR Distribution

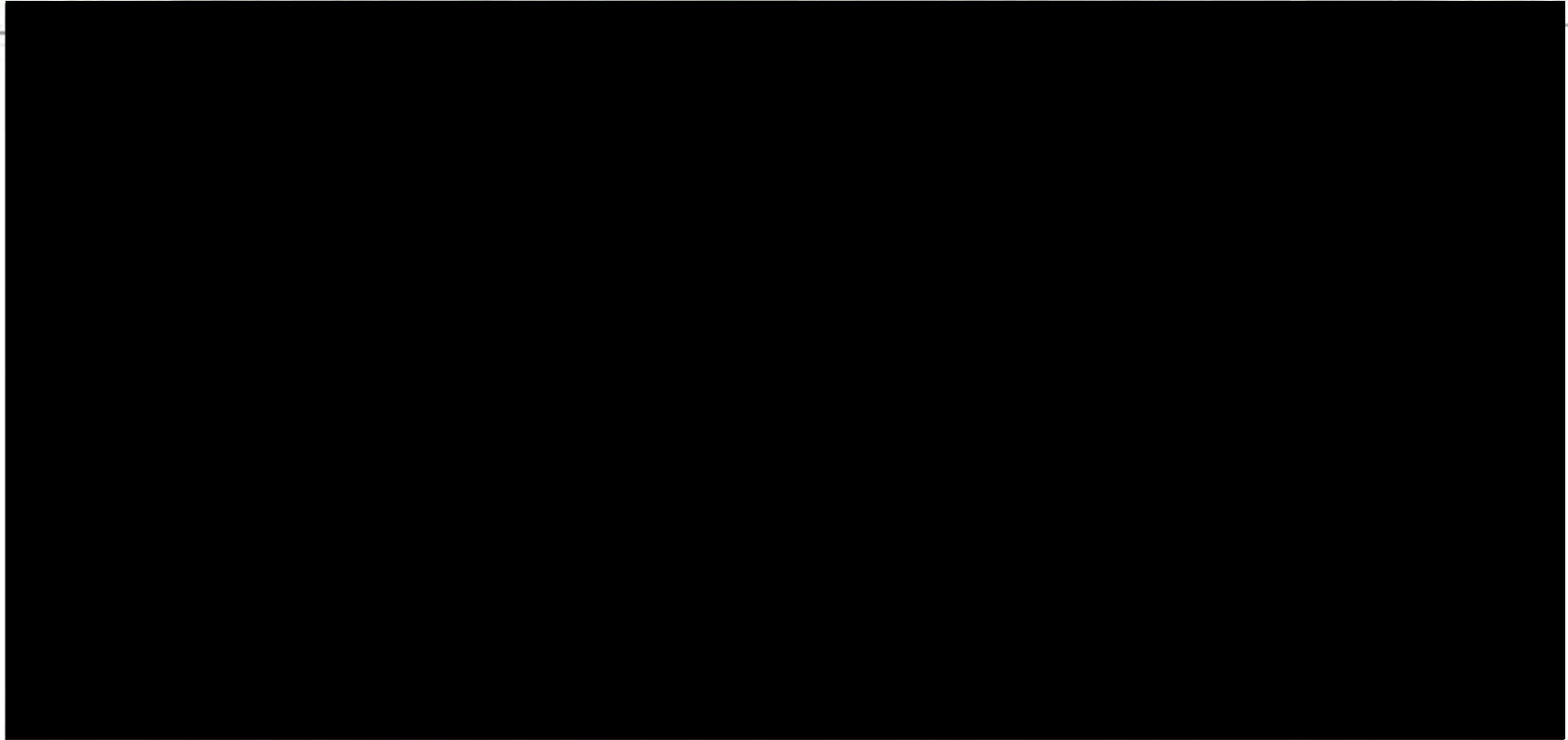
2486.109

Human Resources 3 Year Strategic Imperatives

- Continue to evolve talent management capabilities that result in the ability to attract, develop and engage top performing global employees
- Ensure a foundation of world class HR programs, systems and services that deliver exceptional experiences
- Develop and execute upon a compelling total rewards strategy that contributes to the ability to attract, engage and align employees to deliver upon business results
- In partnership with leaders drive focused organizational change aligned with our core values that contributes to high levels of organizational effectiveness and employee engagement

2180.116

Global Growth Assumptions



218.111

HR Strategic Areas of Focus

Create a vibrant and dynamic workplace recognized for attracting and developing exceptional employees who are rewarded for their contributions to our business

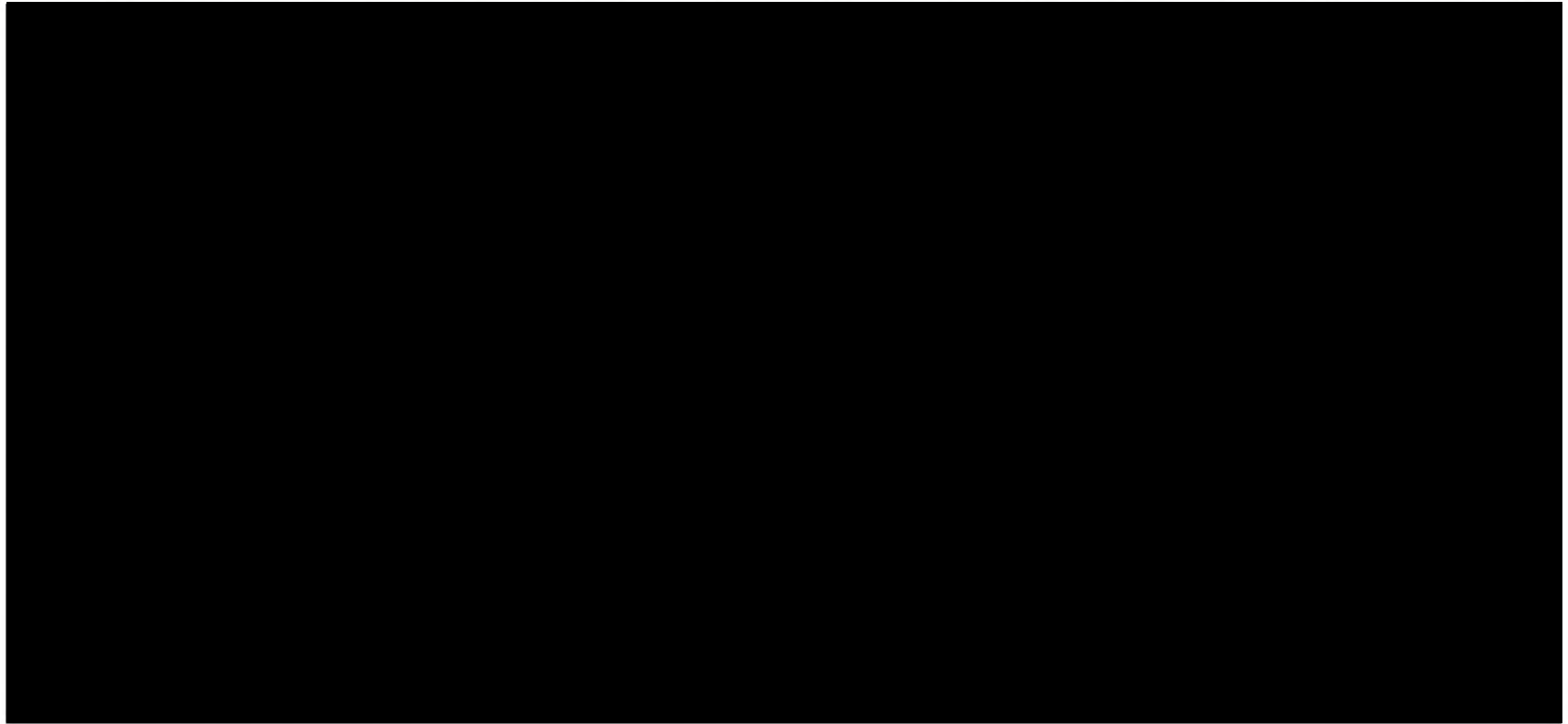
Talent
Management

Total Rewards

Organizational
Growth and
Development

HR Operations

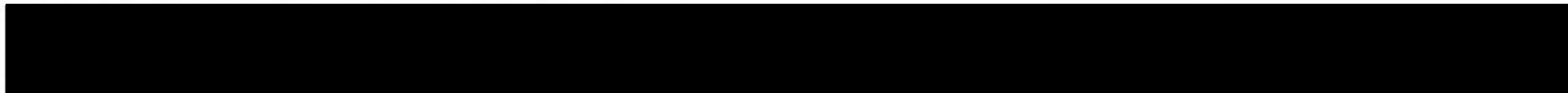
2/1/12



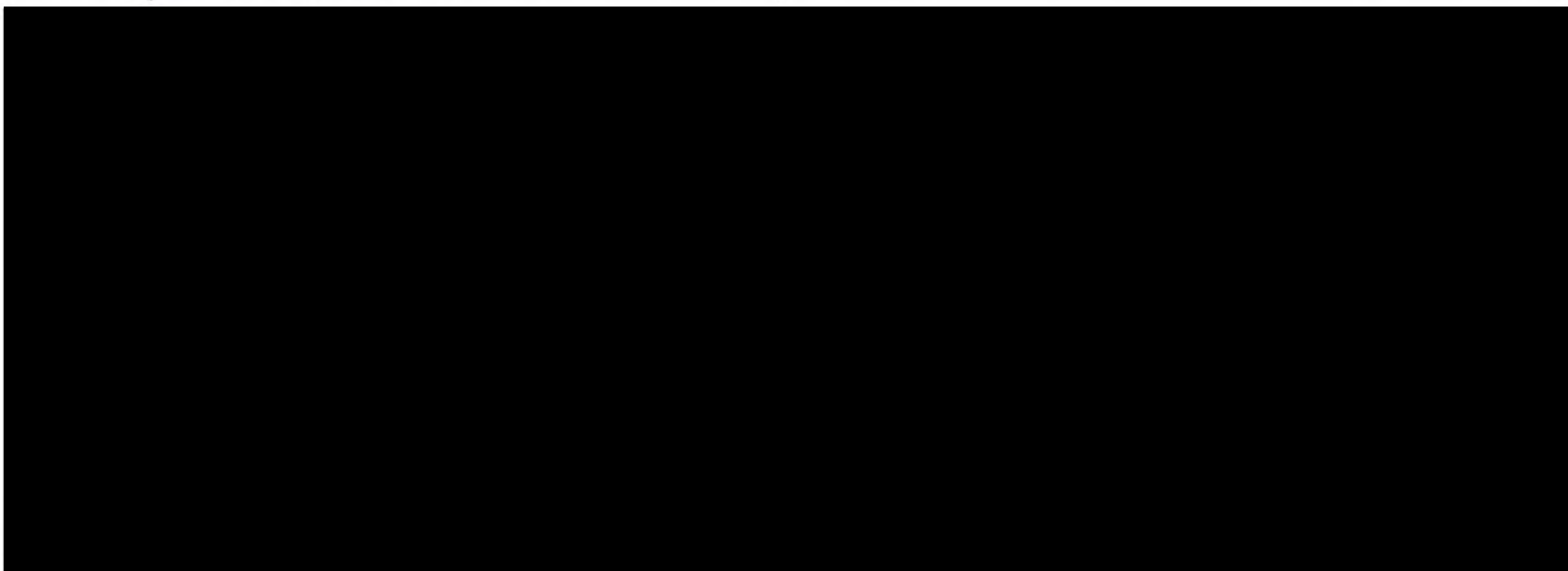
2182.113

Key Areas of Focus 2009-2011

- Org Growth & Development



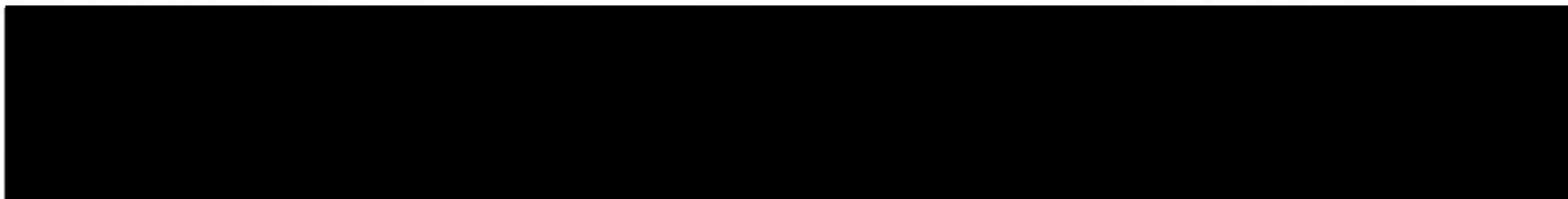
- Talent Management



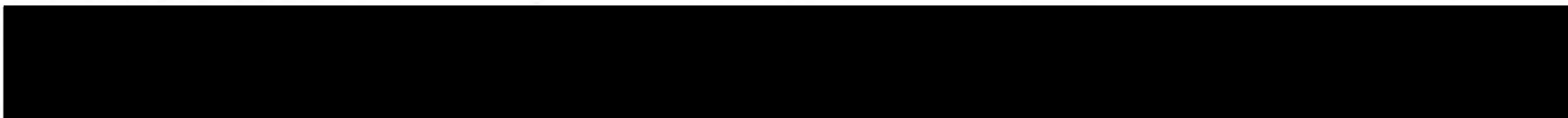
2486.114

Key Areas of Focus 2009-2011

- Total Rewards



- HR Operations



2186.115

2482.116

Success Metric	Measurements	Targets

Strategic Plan Success Measures

Key Priority

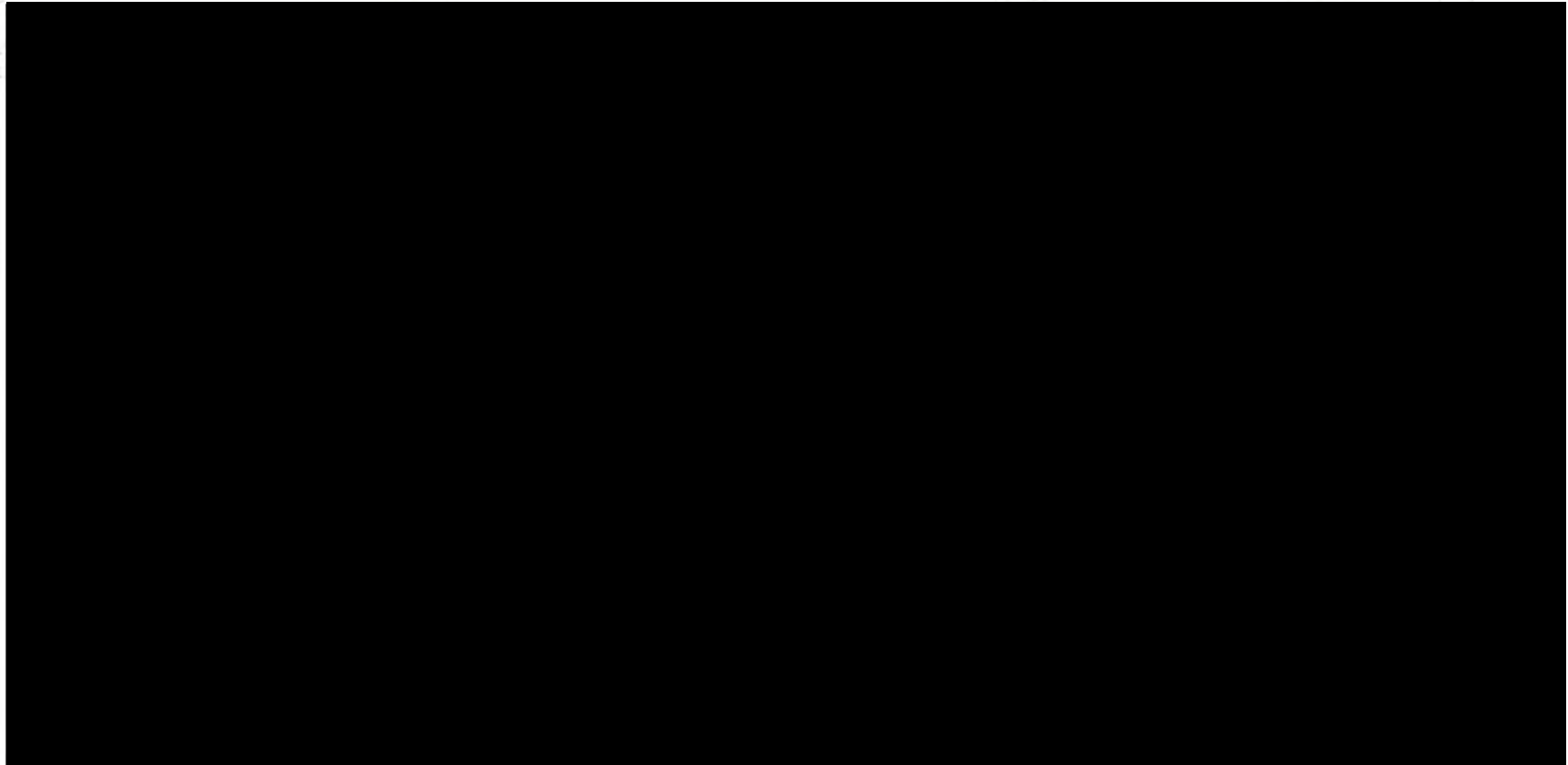
Desired Outcome

Performance Measures

[Redacted Content]			
--------------------	--	--	--

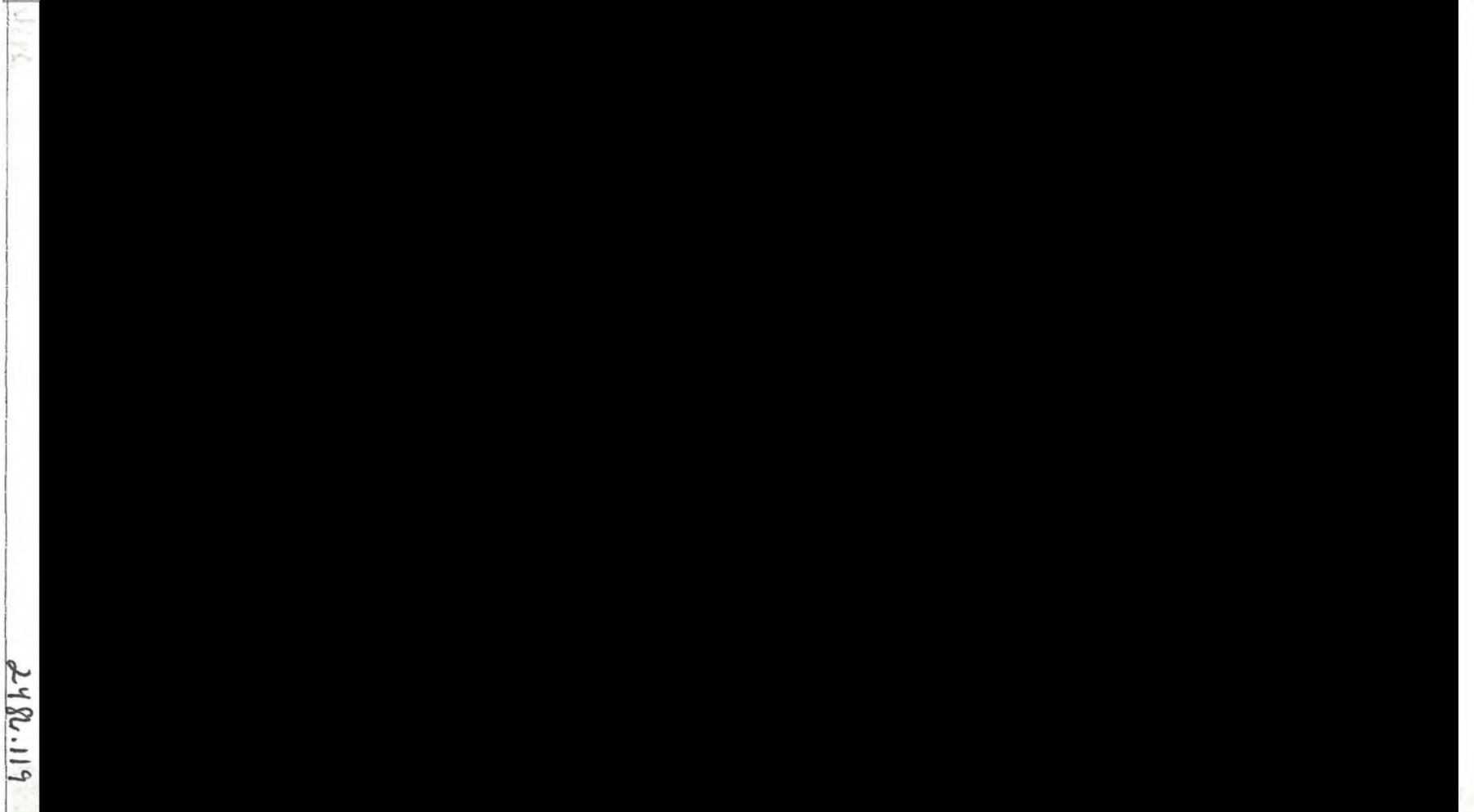
248.117

HR Capabilities – Developing for the Future



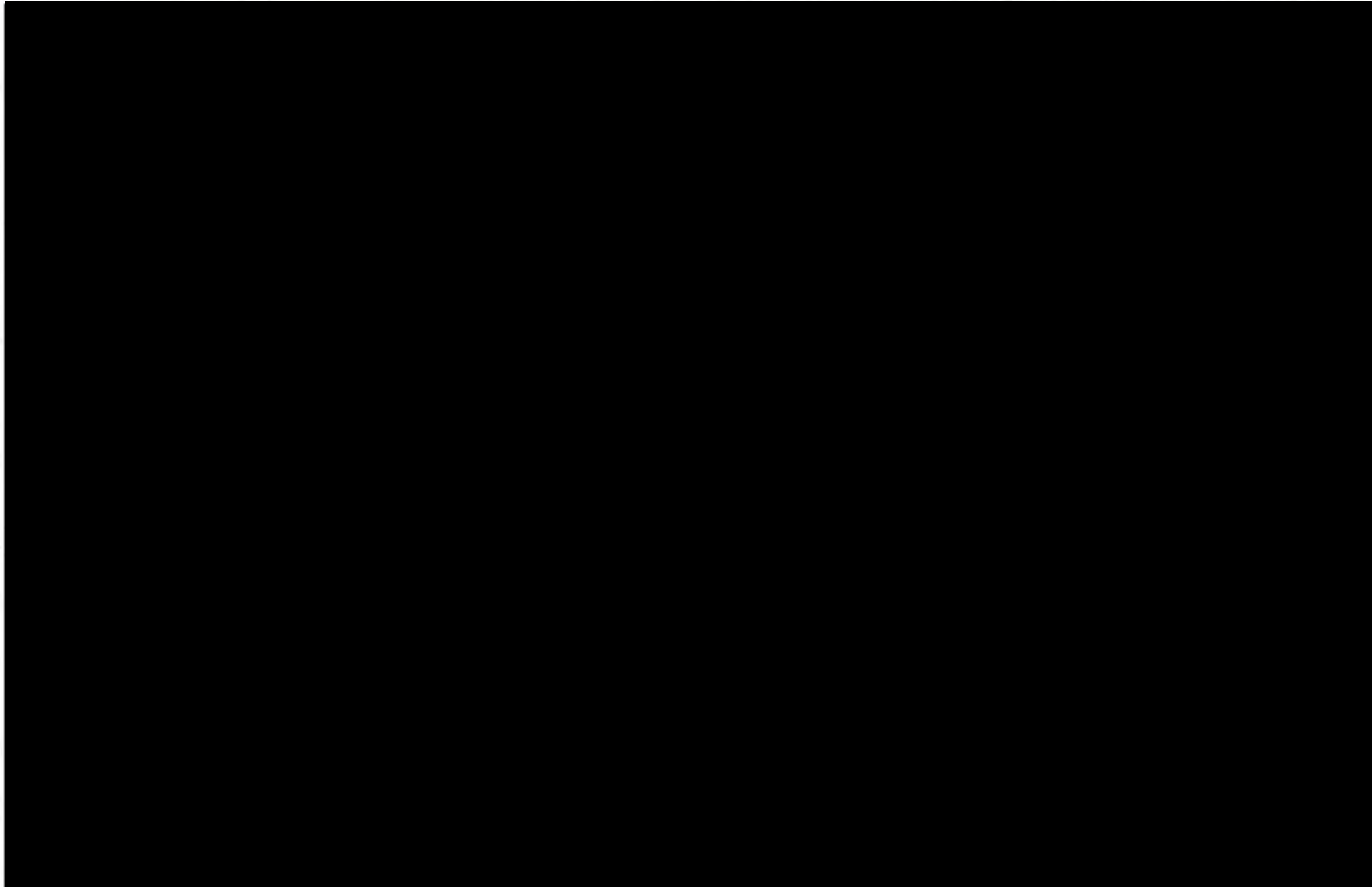
2/18.118

HR Capabilities – Development for the Future



248.119

HR Headcount Geographic Distribution – 2005 vs. Current



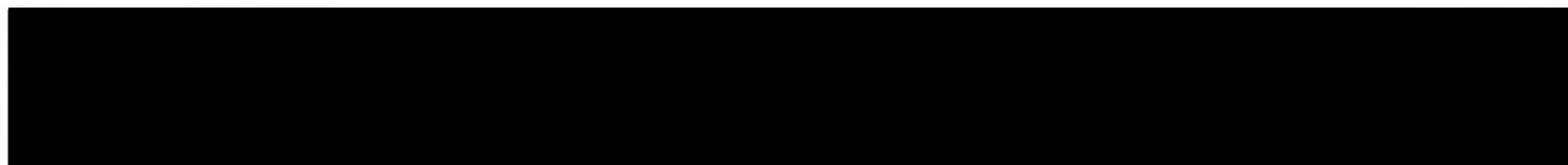
2186.120



218v.121

Next Steps

- HR Operating Plan for 2009 to be developed
 - Building plans specific to areas of focus
 - Determine priorities and trade-off decisions
 - Each HR leader will share more



Doug Mack
Photoshop Express

2180.123

Service Awards for Q4

- | | | |
|---------------------------|----------|----------|
| ▪ Joanne Pires | San Jose | 5 years |
| ▪ Anne Storer | San Jose | 10 years |
| ▪ Karen Prince | San Jose | 10 years |
| ▪ Rosemary Arriada-Keiper | San Jose | 10 years |



2484.124

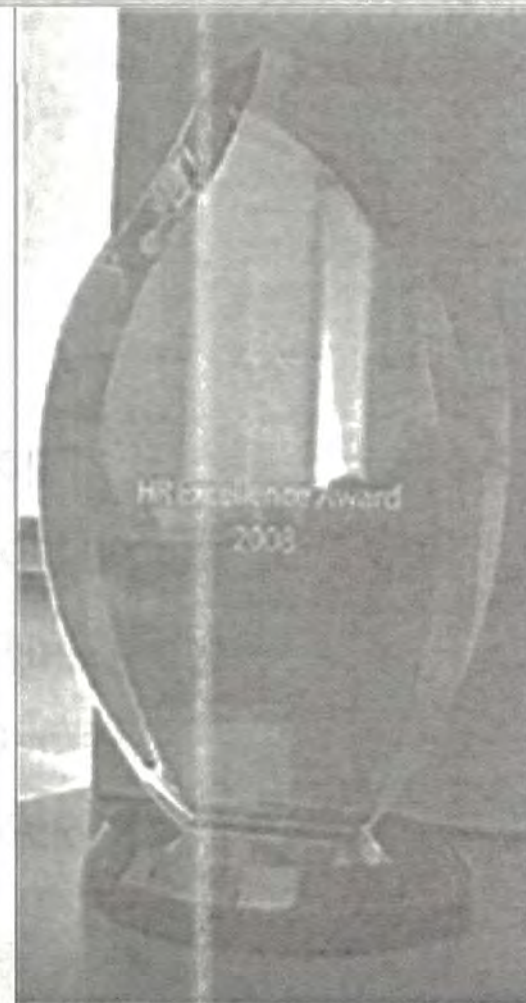
HR Excellence Award

For outstanding teamwork on Leading the
Global Engagement:

Melissa Daimler

Laura Mills

Lisa America



Global Engagement Survey Team – Special Thanks!

- Jack Gilmore
- Rajesh Rai
- Karen Prince
- Nancy Fontes
- Michelle Smith
- Chris Veilleux
- Barbara Dawson
- Angela Volfer
- Jocelyn Vosburgh
- Guy Worrell

2/18/14

Adobe



2486.127

EXHIBIT 5

24 Nov. 128

HR Strategic Plan 2010 - 2013

Donna Morris
SVP, Human Resources

